



## Guidelines for planning and carrying out actions aimed at promoting migrants and/or refugees' employability

### Guidelines and tools



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## Introduction

These guidelines have been developed within the MigrEmpower project (Nº 2017-1-ES01-KA204-038091), funded by the Erasmus + program.

The project aims to fight against the discrimination of migrants and refugees by using education and training as a means to promote social cohesion. Furthermore, it promotes coexistence between local societies and migrants and refugees.

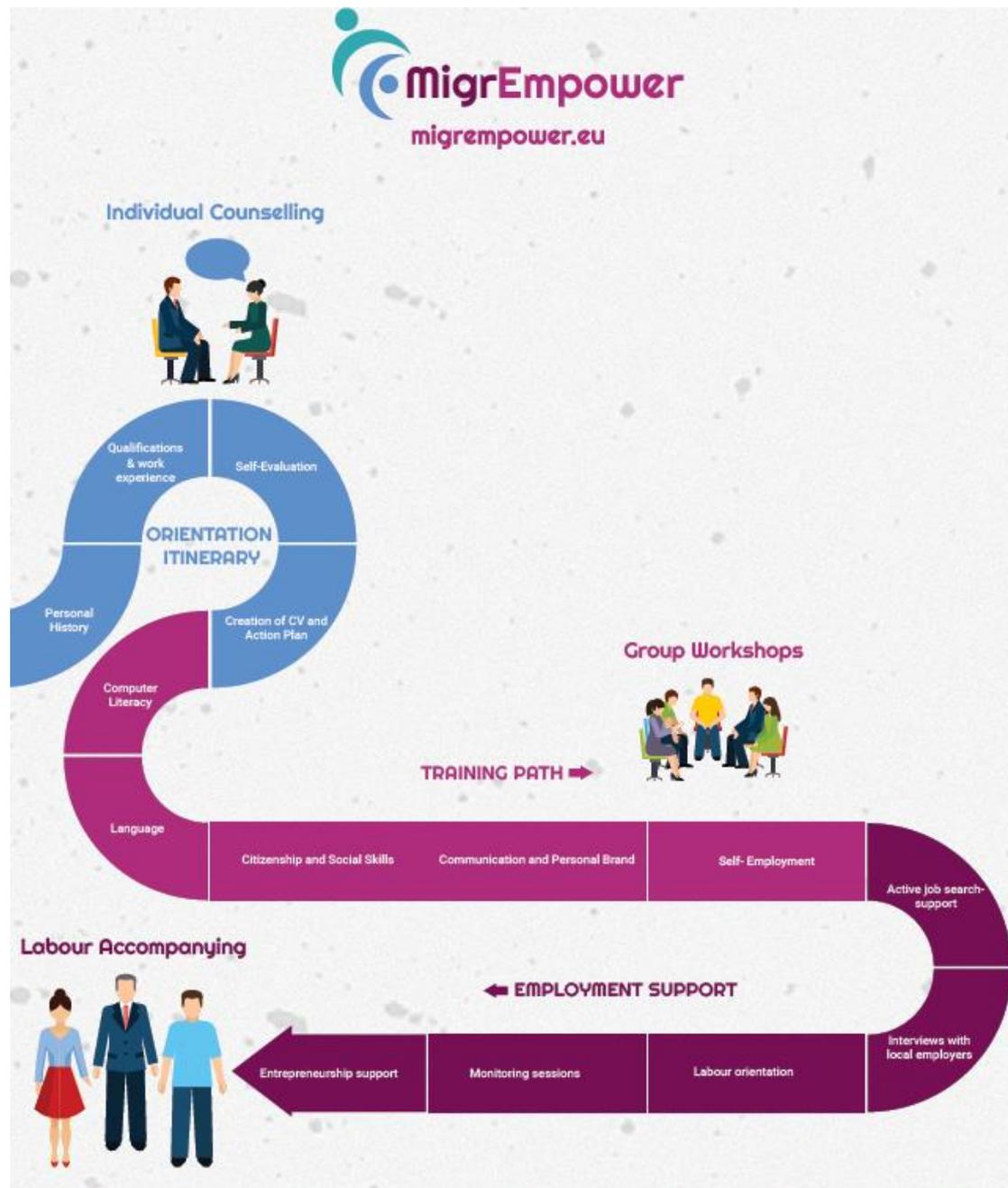
This document presents the guidance for undertaking Employment Support actions addressed to migrants and/or refugees: methodology, instructions and tools to be used by professionals working with target groups. These professionals include, but are not limited to volunteers, business leaders, private and public employers, human resources managers, counsellors, supervisors, union representatives, tutors, social workers, private and public employment service professionals.

It has been jointly produced by the European partners of the MigrEmpower project that, after carrying out the pilot experience in each partner country to test the MigrEmpower model, approved the piloted tools within the itinerary and considered them to be transferable to other contexts.

The Employment Support actions, proposed in this document, encompass the last stage of the MigrEmpower itinerary. This empowering itinerary, presented in the graph below, starts with an “Orientation and Counselling phase (Intellectual Output 2), focused on participants’ first needs analysis, self-evaluation and balance of competences and qualifications. Successively, the itinerary foresees a Training path (Intellectual Output 3), where 5 modules in relation to subjects of Computer Literacy, Linguistic Literacy, Citizenship and Social Skills, Communication and Personal Brand, Self-Employment and Active job search support are provided to participants. Lastly, the itinerary concludes by undertaking Employment Support actions (Intellectual Output 4), addressed to improve participants’ employability, while support will be offered to those participants who wish to become entrepreneurs.

Due to the itinerary methodology and characteristics, these guidelines addressed to professionals working in the field of migration and refugees, can either be used to carry out only the Employment support actions or – if combined with the Orientation and Counselling and Training paths- to carry out the entire itinerary.

## The MigrEmpower itinerary



More in particular, these guidelines have been and can be used as a tool to acquire access to legal and successful employment, which thus promotes the inclusion of migrants and refugees in the host country. Indeed, this process of facilitating access to employment reduces exclusion, promotes equal opportunities and secures a professional career path for migrants and refugees. It is additionally an essential factor in preventing migrants and refugees from becoming vulnerable to internal and external risks in their new country.

Therefore, these guidelines have the following objectives:

- To emphasize the usefulness of support for migrants and refugees.
- To improve the support offered to migrants and refugees in order to facilitate their successful entry into the professional integration pathway and employability in the workforce.
- To provide best practices and benchmarks of conditions for the successful accompaniment of migrants and refugees.
- To enable more actors to participate in migrant and refugee support work.
- To encourage new cooperation between vocational and training partners and the business world.
- To present the piloting results of the implemented Employment Support actions in the partner countries.

The compartmentalization of relevant actors and the resulting lack of knowledge of each other's actions, along with the inadequacy of sharing one another's best practices, especially in regards to the reception and accompaniment of migrants and refugees, remain an obstacle to these groups' successful social and professional integration in their host society. The publication of this common guide contributes to the de-compartmentalization of various actors and diverse practices and thus promotes new cooperation among professionals and volunteers in the field. These tools are accessible to all; however, they will be used in a preferential manner in the project's networks of partner organisations in order to capitalize on best practices. The final version of this document is also published on the project website ([www.migrempower.eu](http://www.migrempower.eu)) and available in all partner languages <sup>1</sup>to allow for its easy access to all professionals who would like to use and apply the tools developed in the guide to their daily work.

Lastly, in the final part of this document, the results achieved by testing these guidelines in the project partner countries are shown. More in concrete, the MigrEmpower itinerary went through a pilot phase in six partner organisations of the project in six European cities: Barcelona (ACH), Nicosia (CARDET), Leipzig (Wisamar), Rome (SANSAT), Vienna (Südwind) and Strasbourg (AMSED). In the period between July 2018 and March 2019, the partner organisations all implemented the MigrEmpower itinerary, and more concretely the methodology and tools in order to assess its usefulness, find challenges and improve these guidelines where necessary. Nevertheless, the methodology of this handbook is flexible and non-exhaustive. It is therefore allowing the implementing organizations to adapt it to local contexts and participants' needs.

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<sup>1</sup> English, Spanish, Italian, Greek, German and French.

## Legal Framework

The integration of migrants and refugees in the current geopolitical context is (and has been) a major challenge facing the European Union. Indeed, integrating migrants and refugees is a principal factor in the fight against illegal immigration, and in improving the relationship between legal migration and migrants' and refugees' country of origin.

In this context, according to the Common Report of "IO1: Study on policies and good practices" elaborated within the MigrEmpower project in all partner countries, we have developed resources and policies to create tools and mechanisms that facilitate the integration of migrants and refugees in host societies. From this report, it has been deduced that there are multiple factors affecting the successful integration of migrants and refugees, such as:



According to the European Commission, the integration of Third Country Nationals is a far-reaching political priority involving all the above-mentioned policy areas, as well as different levels of governance (EU, national, regional, local) and stakeholders (NGOs, social organisations, civil society, diaspora and migrant communities, and faith-based organisations).

In recent years, the project's partner countries have adopted various integration policies in order to include these groups in social life and the labour market of the host country. However, given the comparisons in the joint report, it is important to keep in mind the cultural differences of each country involved in the project, considering both major problems of intolerance that exist in some of them (as in Italy, Germany, France and Cyprus), as well as certain elements that make countries more attractive for migrants and refugees. This is due to the different backgrounds of all these countries, such as:

- The geographical positions of Italy and Spain, which make them border countries;
- The attractiveness of certain countries, such as Germany and Austria, due to their advantageous and effective social security system and their relatively welcoming reception;
- The reality of "transit" countries such as Cyprus and Italy;
- Attractiveness of the country's primary language, as is the case for France and Spain;
- Situations of discrimination in the daily life of migrants and refugees (related to education, employment, housing, etc.).

All of these factors related to cultural differences stand out as an obstacle to the complete integration of migrants and refugees. As a result, these difficulties became a central issue for the EU government. According to the comparisons made in the study (IO1), the common policies and difficulties related to the integration process are described below, as well as its limits, as encountered by the project's partner countries.

First of all, it has been clearly established that *language learning* is an essential factor for the integration of migrants and refugees. The recognition of this factor is more or less taken into consideration depending on the country. Generally, each country puts in place a system in which language courses are offered to migrants and refugees.

In addition, the *labour market* for regularized migrants may be more or less accessible depending on the country. And even if one takes into consideration that all refugees can work legally, this is hardly the case for asylum seekers. Economic migrants, however, are subject to special regulations, depending on the country, due to their unique situation. With regards to *housing* and the *reception of newly arrived migrants*, policies depend on the country and may vary from one Member State to another. These policies can be more or less restrictive regarding the reception of migrants depending on the country.

The following sections of this document aim to present the experiences of different professionals and partners. Many recommendations are made to promote the employability of migrants and refugees in the host country. Several recommendations are subject to a strong partnership between associations, institutional partners, and companies, the latter of which must fight against the provision of precarious and unstable jobs, ones which migrants and refugees are still forced to do. Employment is the main concern of migrants and refugees and thus can also their biggest source of dissatisfaction. They are often very motivated, but they encounter many obstacles. Most migrants and refugees are in precarious and unstable jobs for the following reasons:

- Access to employment is made more difficult by limited use of the host country's language, a low level of education for many migrants and refugees, restricted networks, problems of diploma recognition and/or recognition of previous work experience, lack of knowledge of the European recruitment system, and discrimination by employers.

- The inadequacy of their professional skills in the European context is an obstacle to accessing employment opportunities, and the length of inactivity due to their exile renders their employability even more difficult.
- The loss of social status and the devaluation of their professional background make migrants and refugees accept any job they are offered even when these jobs do not necessarily correspond to their own aspirations, their qualifications or work experience. This can have a significant impact on the mental health of migrants and refugees and may also result in them quitting their job search.
- Lack of knowledge of employer/employee relations, contracts and labour law in the host country can lead to situations of misunderstanding and failure.
- Exploitation of migrants and refugees by dishonest employers harm these groups and slow down their path to integration.
- The need to urgently find a job in order to access housing interrupts more safe and secure procedures for lodging, especially for those who are not yet housed or who have to leave their places of accommodation within a limited time (e.g. asylum seekers in government-provided housing).
- Lack of national language courses that focus on professional language disadvantages migrants and refugees.
- Lack of access to safe housing and/or the use of precarious and temporary housing do not promote access to employment for migrants and refugees.

In general, migrants and refugees are mostly oriented towards employment by national employment agencies in European countries. However, they are often not ready for employment due to the many difficulties they face. A deeper familiarization with employability and relevant job opportunities in the host countries would provide relevant support to migrants and refugees and improve their ability to successfully enter the labour market.

## Guidelines and Modalities for Labour Insertion

As mentioned earlier, the principal objective of this document is to provide specific guidance to professionals working with migrants and refugees in order to promote both their employability and entrepreneurship, with the final aim of ensuring their successful integration in the host country. The partners involved in the project agree that promoting employability for migrants and refugees involves a diverse set of actors: companies, public employment services, integration structures and associations.

In all cases, migrants and refugees need to be offered personalized support in order to access employment, specifically concerning socioeconomic factors that affect their employability. In this vein, it will be necessary, if difficult, to articulate the various paths offered by public policies (for assistance in acquiring employment) in coordination with the personalization that should accompany migrants and refugees in their job search. We must state that the term *support* is used in a broad sense and also covers the administrative path that the jobseeker must follow to gain employment. Another fundamental point on which all actors agree is the need for the accompanied person to be autonomous. This aspect may seem paradoxical, as in the case of the job-seekers who must simultaneously be autonomous while also respecting advisors' instructions and complying with the administrative rules of the host country. Nonetheless, it is indeed the beneficiary's autonomy that is the ultimate goal of his/her accompaniment.

Promoting access to employment for migrants and refugees reduces exclusion and strengthens the professionalism of these groups in their personal journeys in a new country. What are the facets of this accompaniment?

- The assistance given to migrants and refugees varies according to their individual situation, but nonetheless it is always centred on developing access to certain life necessities and ensuring specific rights, including—but not limited to—transportation, professional qualifications, job orientations, vocational trainings, health, housing, legal advice and administrative support.
- The need to customize assistance in employability, which involves a range of stakeholders: employers, public employment services, integration structures, associations and local authorities.

What determines how professionals support migrants and refugees? There are many forms and methods of support. They vary according to:

- The status of the accompaniment: prescribed or chosen;
- The situation of the person being accompanied: short-term or long-term jobseekers, people returning to work vs. those entering the labour market for the first time, entrepreneurs, etc.;
- Obligations: housing problems, health issues, indebtedness, required trainings, etc.;

- Needs: to decipher the labour market, to make a professional assessment, to gain approval for one's project, to know one's rights, to be supported morally, etc.;
- The personnel involved: co-workers, volunteers, social workers, professional counsellors, tutors, staff representatives, human resource services, supervisors, etc.;
- The type of support: individual or collective;
- The degree of coordination among the different actors (social partners, companies, social services, associations, etc.).

Given the current challenges of providing social and professional support towards employment for migrants and refugees, especially in taking into consideration both economic and social cohesion, it is desirable that all contributions made by various partners are perceived as complementary. The more that the actions taken by all the actors involved is clearly articulated and coordinated, the easier it will be for the accompaniment to take into account the person as a whole. Conversely, a lack of coordination will create a fragmented landscape, which subsequently becomes a source of inefficiency.

We can guarantee this holistic approach by ensuring that all actors work towards a shared understanding of the various concerns related to the proposed support. In addition, they should clarify their respective positions with regards to the accompaniment and share their expectations of the supervisors of the accompaniment. Thus, a type of contract, even an informal one, should be put in place to take into account the capacities and expectations of each actor involved. This contract will set up the foundations for a mutually agreed upon construction or reconstruction path for the individual.

Therefore, the MigrEmpower project is anchored to the success of the various actors' collaborative accompaniment of migrants and refugees. The following pages provide an encompassing presentation of the project's activities, which were tested in all the project's partner countries. We will present different examples of the implementation of initiatives aimed at guaranteeing the successful professional integration of migrants and refugees in their host country. These examples of activities can act as models of approaches to follow and as a potential source of inspiration for professionals working with migrants and refugees.

## Activity: Personal professional integration plan

### Objectives:

This activity entails creating a personalized action plan to facilitate the beneficiaries' integration into the labour market. This step consists of gathering as much information as possible about the trades, sectors and companies that may correspond to the beneficiaries' professional qualifications and desires. Establishing a professional action plan helps to set realistic career goals depending on the situation of the beneficiary.

### Description of the activity:

This activity develops an action plan for the migrant/refugee based on his/her skills and experiences. This should be done through a very personalized approach, as each individual has different backgrounds and expectations. By carrying out this activity, the professional can study the beneficiary's profile and match it with the opportunities present on the local labour market. Employability assistance concerns various factors, such as job orientation, qualifications, job training and career counselling. In addition, several rights are often linked to this assistance, such as rights regarding transportation, health, housing and legal support.

### Actors involved:

As the accompaniment is personalized, each beneficiary should ideally be supervised by a social worker who will follow his/her path to integration. Also, it is essential to research potential local employers that can provide jobs that match with the beneficiary's action plan. The personalized professional action plan involves a set of actors other than the beneficiary and the social worker: employers, public employment services, integration structures and local authorities.

### Preparation phase:

It is necessary to distinguish between three types of professions to which the beneficiary's initial plan of action and future research should be directed. First of all, the main professions directly related to the beneficiary's experience and training are the "core of the target", those for which future research must be emphasised. Then, there are the professions relevant to the beneficiary's background, which should have some relation to the beneficiary's skill set in order for him/her to be able to adapt to the job's required tasks. For this type of position, it is recommended to offer a training for the beneficiary so that they can rapidly upgrade and adapt their skills as needed. Lastly, the niche professions, which may be unknown, new or undervalued, can represent legitimate

employment opportunities for beneficiaries because of their novelty and wealth of opportunities. They are less in demand than traditional trades and allow for beneficiaries to more quickly acquire access to the labour market.

Beyond these three categories of professions, we have to remember that each case is unique and that each business has its specificities: geographical area, industry, level of qualification, etc. Depending on the beneficiary, it is necessary to adapt the personal action plan to deal with certain constraints. Once the action plan is personalized and contextualized, a study and a selection of the strengths of the beneficiary is necessary to ultimately fill out job applications.

The key is to always be curious, and never hesitate to ask questions. The better you know the beneficiaries, their skills and their experience, the more likely you are to find the job that suits him/her in the future.

#### Delivery phase:

The delivery phase must be arranged over a period of time during which regular meetings with the beneficiary must take place. Remember that the migrant/refugee must feel confident in the accompaniment and trust you in order for the activity to achieve the best results. The relationship of trust between the beneficiary and his/her advisor is equally dependent on the success of this activity because the more the action plan corresponds to the person, the more his/her chances of finding a job increases. An accompaniment is successful when it is based on mutual trust. Thus, the beneficiary needs to be considered as an interlocutor and an employee in his/her own right.

Essential levers of the delivery phase include using the assets of the beneficiaries to increase their employability, knowing how to listen to them, ensuring the participation of beneficiaries and developing personalized support for them. The personal professional integration plan must combine the interests of both the beneficiary and the employer.

#### **What actions need to be implemented in this phase?**

- Undertaking an initial meeting, subsequently accompanied by a follow-up phase, in which the beneficiary's integration path will be constructed and adjusted as needed.
- Developing an appropriate recruitment policy and methods to avoid discrimination.

	<ul style="list-style-type: none"> <li>• Making the accompaniment a clear and shared commitment by both the supervisor and the beneficiary.</li> <li>• Knowing and using instruments that contribute to high quality support, such as tutoring, skills assessments, sponsorship, certification of past experience, etc.</li> <li>• Informing social workers about the realities of the business world.</li> <li>• Providing employees with professional social support.</li> </ul>
<b>Conclusion phase:</b>	For the conclusion of this activity, a written personal professional integration plan should be developed in a clear and organized manner. This plan will be a tool and the basis for the professional integration of the beneficiary.
<b>Link with the other activities in the itinerary:</b>	This activity is linked to the <i>Welcome and Reconstruction stages</i> of the Orientation and Counselling phase, which is part of the IO2 Orientation and Counselling Handbook, in which the action plan for professional integration is described in detail.
<b>Materials</b>	MigrEmpower IO2 Tool, Welcome and Reconstruction stages, and the “Contact form” tool.
<b>Other relevant information:</b>	<p>Listen to and engage the accompanied person by respecting his/her strengths, talents, motivations, and choices, but also his/her difficulties and challenges.</p> <p>It is recommended to encourage the participants to think and decide by themselves, and to concentrate on their personal priorities (for example, to find a job). Rather than providing a list of obligations related to employability that the accompanied person must complete, we should instead serve the wishes and priorities of the participant, along with the commitments of the other parties involved (including employers, employment centres, and other partners).</p>

<b>CONTACT FORM<sup>2</sup></b>
Organisation / service _____
Counsellor/facilitator/trainer's name _____
Participant's code _____

First Name			
Surname			
Gender	Male	Female	
Date of Birth			
Place of Birth			
Nationality			
Highest qualification			
Address			
Phone Number			
Legal status (legal residence permit)	YES	NO	In process
By which channel did you get the information and knowledge of the programme?			
<b>EXPECTATIONS</b>			
<b>JOB SOUGHT</b>			
<b>TYPE OF CONTRACT:</b> (Fixed-term, permanent, full-time, part-time ...)			
<b>SOCIAL INFORMATION</b>			
Participant's status			
Family situation			
Public allowance			
Disabled worker			
Other difficulties			
<b>PROFESSIONAL INFORMATION</b>			

<sup>2</sup> This registration form can be used by counsellors to carry out only the Employment Support path or – if combined with the Orientation and Counselling and Training Paths - to carry out the whole itinerary.

Most recent job date						
Digital competences						
Language ( <i>Example: English</i> )	(A1)	(A2)	(B1)	(B2)	(C1)	(C2)
Language 1						
Language 2						
...						
Driver's license						
Own means of transport	Yes / / No / /					

## Activity: Supporting users' active job search

### Objectives:

The objective of this activity is to give beneficiaries all the tools needed to improve their autonomy. It is also important also in this phase to improve the migrants' and refugees' digital skills, which will give them more autonomy in their virtual job search.

### Description of the activity:

Even while the beneficiary is actively searching for a job, we should still continue to support and accompany him/her to achieve the best results possible in their job search. Several tools are available to support and follow the steps made by the beneficiary. Accurate monitoring of the research carried out by the beneficiary makes it possible to adapt to and make an effective diagnosis of the beneficiary's situation and, if necessary, to offer personalized services for a more precise search. Here are two examples of tools that can be used:

The logbook: draw a follow-up table to trace the different steps taken by the beneficiary (companies contacted, steps taken, dates of appointments and applications, notes and remarks, etc.). Keeping a logbook makes it possible to follow the various steps taken by the beneficiary and allows for applications, motivation letters, CVs, and other documents to be reviewed during the next interview with the beneficiary.

Business follow-up and reminders: You can ensure that the beneficiary follows through and checks up on the companies and recruiters he/she has contacted or has made plans to contact.

In order to support the participant's job search and permit him/her to be autonomous, this activity can be subdivided into several follow-up meetings, including **at least 5 career counselling sessions**. These sessions will involve reviewing the first phase of monitoring the beneficiary, as mentioned above, and the second phase of supporting the beneficiary in enhancing his/her digital skills. Indeed, it is necessary to search for a job on the Internet nowadays, which must be taken into account when assisting the user in his/her job search. In addition, beneficiaries should develop or improve their computer skills in order to better integrate into the local labour market. In this way, they will have to familiarize themselves with different digital tools and how to develop a targeted job search.

### Actors involved:

This activity is structured in two sessions. The first one is subdivided into several meetings between the professional

	<p>and the beneficiary to support his/her ongoing job search, as mentioned above (we advise 1 meeting every 10 days). The second session consists of practical workshops in the development of digital skills and knowledge. This work may be done in groups, but please be aware that groups that are too large may be less attentive and more difficult to manage.</p>
<p><b>Preparation phase:</b></p>	<p><b><i>What are the professional's missions?</i></b></p> <ul style="list-style-type: none"> <li>• To learn and transmit.</li> <li>• To direct and to help the beneficiary in their efforts.</li> <li>• To give confidence and to stimulate.</li> </ul> <p><b><i>What are the key words for the professional to keep in mind?</i></b></p> <p>Accompany, listen, inform, guide, motivate, reassure, build bridges, evaluate.</p> <p><b><i>What should be the professional's approach and attitude?</i></b></p> <ul style="list-style-type: none"> <li>• To keep in touch with the beneficiary</li> <li>• To be comprehensive in their path to integration</li> <li>• To develop relationships built on trust</li> <li>• To support the person's path to autonomy</li> <li>• To promote a realistic and professional vision of the local labour market.</li> </ul>
<p><b>Delivery phase:</b></p>	<p>It is necessary, in supporting the beneficiary in his/her job search, to make adjustments to his/her strategy and action plan, in order to keep up with the changes in the labour market. This is especially true when no positive response is received by the beneficiary from employers even after several applications and follow-up meetings. For example, you can modify the beneficiary's job search techniques by making better use of the tools at his/her disposal, or modify the beneficiary's offer so that it better matches the needs of employers, or simulate an interview with the beneficiary to improve his/her vocabulary and gestures, etc. Especially when the beneficiary's job search is unsuccessful, it is necessary to revise the job search techniques used and provide support in improving all the aspects (i.e. CV, cover letter, interviewing, networking, etc.) that lead to securing a job. Indeed, actors should adapt the different tools at their disposal to raise the quality of the beneficiary's job search: skills reports, adapted training actions, passport-type orientation trainings, certifications of past experiences, certificates of professional qualification and trainings to prepare beneficiaries for employment.</p>

	To implement this activity successfully, it is important to support the development of the beneficiary's digital skills through several digital workshops, adjusting his/her virtual job search as needed and exploring all possible channels of professional integration.
<b>Conclusion phase:</b>	The beneficiary must have a handout to which they could refer to after completing the activity. The creation of a CV is another output you may have. Another result could be the improvement of the candidate's IT performance through knowledge of digital tools and appropriate websites to search for jobs.
<b>Link with the other activities encompassing the itinerary:</b>	Sessions 1 and 2 of the Computer Literacy Module of the MigrEmpower training package (IO3) give a more specific overview of the activities.
<b>Materials:</b>	Handout, CV, logbook, documents on digital tools and computer literacy.
<b>Other relevant information:</b>	To implement this activity, the professional will have to follow the individual accompaniment with the "Methodology for supporting users' active job search," as detailed below.

## METHODOLOGY FOR SUPPORTING USERS' ACTIVE JOB SEARCH

<u>FOLLOW-UP</u>	<u>ACTION PLAN SET-UP</u>
<b><u>1<sup>ST</sup> SUPPORT MEETING</u></b>	
<b>ASSESSMENT AND INDIVIDUAL MEETING WITH THE BENEFICIARY</b>	⇒ Identification of needs and professional project (experiences, assets, qualifications, skills, expectations, etc.)
<b>Digital aspects</b>	
<b>VERIFY THAT THE CV AND COVER LETTERS CORRESPOND TO THE JOB SEARCH</b>	⇒ Complete or partial mastery of the CV and cover letter. Acquisition of drafting method in order to increase his/her autonomy in job search
<b>ENCOURAGE THEM TO CREATE A MAILBOX SO THEY CAN APPLY TO JOBS ONLINE</b>	⇒ Learn and understand how a mailbox works ⇒ How to use it to apply (responding to offers and unsolicited applications)
<b><u>2<sup>ND</sup> SUPPORT MEETING</u></b>	
<b>FOLLOW-UP: SEARCH FOR OFFERS</b>	⇒ Target job offers (identification of one or more sectors of activity, specific companies) ⇒ Analyse job opportunities in order to match the beneficiary's profile with employers
<b><u>3<sup>RD</sup> SUPPORT MEETING</u></b>	
<b>FOLLOW-UP: SEARCH FOR OFFERS AND APPLY</b>	⇒ Create a profile on employment sites ⇒ Apply online, whether in response to specific job listings or through unsolicited applications to targeted employers ⇒ Customize your application according to the job opportunity
<b><u>4<sup>TH</sup> SUPPORT MEETING</u></b>	
<b>UPDATE ON THE BENEFICIARY'S SITUATION</b>	⇒ Modify the sites used to find job opportunities as needed and continue research ⇒ APPLY
<b><u>5<sup>TH</sup> SUPPORT MEETING</u></b>	

**PREPARING FOR THE BENEFICIARY'S  
INTERVIEW**

⇒ Preparation for the beneficiary's job interview  
by enacting a mock interview

## Guidelines on Interviews with Local Employers

### Activity: Interviews and meetings with employers

#### Objectives:

The lack of knowledge of the various actors involved in facilitating access to employment remains an obstacle to the success of integration programs. Despite their effectiveness, partnerships and cooperation between social workers and enterprises are still too limited. In fact, support from enterprises can help to promote the socialisation and integration of job seekers. The involvement of businesses and future employers is often a key factor for the successful integration of migrants and refugees in their host society.

Indeed, enterprises can help in various ways to ensure the successful professional integration of migrants and refugees: advertising specific skill sets needed to work at their company, adopting appropriate recruitment methods, introducing courses on professional integration, implementing a culture of evaluation and creating a dialogue with other actors in their field.

The aim of this activity is to put in potential employers in contact with future employees. This permits migrants and refugees to have a concrete approach to the labour market.

#### Description of the activity:

In addition to enterprises' involvement, we can highlight certain milestones as key elements for a successful integration policy that can be adopted by potential employers that recruit migrants and refugees who are seeking employment.

It is important for social workers to remain in contact with companies in order to have knowledge of their recruitment process, even when they do not have an immediate vacancy, in order to be aware of the future needs of different enterprises. The professional (i.e. the social worker) should be connected to a network of local businesses that have an interest in carrying out a prospective state of the art to develop an active employment and/or support policy. The entrepreneur and the human resources team can also think about the skills needed to attain jobs by reviewing the organisation's activities. Compartmentalizing certain tasks could, for example, enable the most qualified employees to concentrate on their core mission while newly employed migrants and refugees can aid the company through their

recently acquired skills (in the absence of qualification) and thereby improve the productivity of the company.

It is also essential to open up a dialogue between the beneficiary and potential employers in order to develop a successful integration strategy and thus a suitable accompaniment. Routine meetings and personalised support are two key factors for the beneficiary's successful professional integration. There is also the necessity for participants to practice undergoing a job interview. It is very important to know not only how to write a resume, but also how to present yourself during an interview. The goal in an interview is to highlight one's strengths and how they will contribute to the company's success, as well trying to spin one's weak points in a positive manner. Therefore, this activity should be organized around these specific interview skills.

Beyond that, companies may also have an interest in building relationships with social workers. Indeed, they may find it advantageous to identify for social workers the skills that companies might need in the future. They can also act as "guarantors" of the social support for the migrants and refugees that they employ. Rewarding relationships among social workers, employers and job seekers can quickly develop. A cooperation between enterprises and social workers is often fruitful and a source of innovation that benefits all: beneficiaries (migrants and refugees), social workers, and enterprises. The recruitment phase and meetings with the beneficiaries (migrants and refugees) are an opportunity to open up potential new markets and expand the traditional channels of the labour market by getting closer to public employment services and social workers. Certain recruitment procedures (skills method, simulation recruitment method, intervention method, offer and demand) do not distinguish candidates according to their diplomas or experience, but select them on the basis of their skills and their potential.

Next, there is the essential phase of professional integration, defined as an individualised process that integrates the needs and expectations that need to be put in place by both the beneficiary and the employer. A welcome booklet is given to beneficiaries, who are eventually followed by a tutor, a coach or a sponsor (see technical sheet 2) in order to

	<p>make them aware of the job market. They will be informed of their rights and duties, of the existence and role of the staff's representative bodies and of the role and responsibility of their superiors.</p> <p>There is also a need for a specific culture of evaluation. This involves, for example, introducing a situation-specific assessment, such as a mid-term review, and identifying the beneficiary's skills and assets in the presence of the employer.</p> <p>At all stages of the process, it is important to communicate with local companies and professional representatives to identify best practices.</p>
<p><b>Actors involved:</b></p>	<p>There are different actors involved according to the different phases of this activity:</p> <ol style="list-style-type: none"> <li>1) The social workers and the companies that work together to create a network.</li> <li>2) Meetings between different enterprises, potential employers and beneficiaries. These meetings may be in groups of 10 to 15 participants. Make sure that you have at your disposal several employers willing to involve themselves in this project and show up for the scheduled meetings. The goal of this phase is to familiarise the candidate with job interviews by introducing him/her to the "typical" questions asked during a job interview. This will allow the candidate to be prepared to answer these questions in future interviews.</li> <li>3) Meetings between the employer, the beneficiary and the advisor that follow the beneficiary throughout their job search in order to explore the job offers available and relevant to them.</li> </ol>
<p><b>Preparation phase:</b></p>	<p><u>Why should we work with partners to ensure the beneficiary's inclusion and employment?</u></p> <ul style="list-style-type: none"> <li>• To respond to social and economic issues: the development of employment and integration policies for people in difficult situations and/or without many recognized qualifications is a social and economic issue.</li> <li>• To increase the success of beneficiaries' integration into the job market: enterprises, trade unions and associations need to cooperate more closely with public employment services to facilitate access to and retention in employment for the greatest number of people.</li> </ul> <p><u>How should enterprises and beneficiaries work together?</u></p>

	<ul style="list-style-type: none"> <li>• Get to know each other so they can establish a climate of mutual understanding.</li> <li>• Better anticipate one another's complementary interests and strengths on economic and social grounds.</li> <li>• Develop internal and external support mechanisms for the company.</li> <li>• Choose which type of companies and partners to work with according to the local context.</li> <li>• Create paths for beneficiaries' professional integration by finding links between beneficiaries' skills and qualifications and the work of traditional companies.</li> </ul> <p>For the preparation phase, you should develop a network of employers and sponsors who are willing to give their time for these meetings. You may have to find a way to motivate your network members by emphasising why a company should be interested in participating in this project:</p> <ul style="list-style-type: none"> <li>• It responds to its human resources challenges and contributes to skills management.</li> <li>• It helps to manage seasonality.</li> <li>• It facilitates recruitment practices in times of employee shortage.</li> <li>• It expands its local networks and improves its external image.</li> </ul>
<p><b>Delivery phase:</b></p>	<p>To implement this activity, make sure that the employers are invested in it. The implementation of this activity could take different forms, but we imagine a two-pronged approach. First, we must equally involve employees, members, management, beneficiaries and social workers to ensure that everyone benefits from the project. Second, we must avoid stigmatizing migrants and refugees. It is critical to inform the beneficiary of his/her rights and duties. In addition, it is essential to be attentive, within the framework of social dialogue, to issues related to professional integration, recruitment and support policies, and employee contracts.</p> <p><b>Before the recruitment process</b></p> <ul style="list-style-type: none"> <li>• Carry out an inventory of local businesses and potential employers, along with the skills they will need in the future.</li> <li>• Open up a dialogue between beneficiaries and companies to prepare for a successful integration strategy and individualised support.</li> <li>• Establish partnerships to create fruitful cooperation with the business community.</li> </ul>

	<p><b>During recruitment</b></p> <ul style="list-style-type: none"> <li>• The business must show that they are open to new kinds of employees by recruiting future workers with methods that take into account the skills and potential of vulnerable people who are trying to attain employment.</li> <li>• Recruit only based on skills and potential.</li> </ul> <p><b>After recruitment</b></p> <ul style="list-style-type: none"> <li>• Provide an appropriate welcome and follow-up support in order to successfully integrate the beneficiary into the company.</li> <li>• Establish a culture of specific evaluation among the company, the beneficiary and his/her sponsor.</li> </ul>
<p><b>Conclusion phase:</b></p>	<p>Participants should be given a handout with all the essential information presented throughout the activity. Following this activity, candidates will be more comfortable with job interviews.</p>
<p><b>Link with other activities in the itinerary:</b></p>	<p>This activity may be linked with another activity called “Active job search and meeting with local employers”. The subject for this meeting is to enact a mock interview and subsequently debrief this practical experience. Local employers should be interested in this activity as it permits them to meet potential employees. It also allows the target group to undergo, and thus prepare for, a job interview. This is also an opportunity for participants to meet local employers and enlarge their network.</p>
<p><b>Materials:</b></p>	<p>CVs cover letters, and final handout.</p>
<p><b>Other relevant information:</b></p>	<p>It is essential that participants come to this activity with a completed and recent CV and cover letter. They should also prepare themselves for the interview. It is advisable to enact this action after the third group session of orientation and counselling or training phases, as they will be given tools on how to behave in an interview during this session. This meeting will be in individual sessions with at least 10 migrants and/or refugees. One hour per person is necessary for the effectiveness of this action. These meetings could take place after Module on Communication and personal brand of the Training Package.</p> <p>Please note that each partner could instead choose to do group interview sessions in order to reduce the workload for the employers. It would then be necessary to make sure that</p>

the total number of hours equals the number of hours given in the General Guidelines.

In any case, the interviews should be informative and allow the employer to communicate information to the beneficiary about the proposed job.

## Guidelines on Counselling Services and Monitoring Sessions

<b>Activity: Legal Knowledge - Labour Market Counselling Services</b>	
<b>Objectives:</b>	Give relevant legal information on the local labour market system to migrants and refugees. The aim is to strengthen their knowledge of legal issues related to entrepreneurship.
<b>Description of the activity:</b>	<p>It is very important to know how the labour market is organized on the legal level. What types of contracts are there? What are the rights and duties of the employer and the employee? How can one terminate his/her labour contract? Etc. This is why organizing informational meetings is critical for supporting the employability and/or entrepreneurship of migrants and refugees. This knowledge of the legal environment will enable them to successfully undertake their professional activities.</p> <p>It is also important to present the various possible work contracts they may be offered and the conditions included in each of them.</p> <p>Finally, the definition of what constitutes legal work and illegal work must be presented.</p>
<b>Actors involved:</b>	A professional with all the knowledge necessary for this activity and a group of 10 migrants and/or refugees who will be the recipients of this information.
<b>Preparation phase:</b>	For the preparation phase, decide what the meeting will look like (conference, debate, etc.) and organize the event on this basis.
<b>Delivery phase:</b>	It is very important to leave time for migrants and/or refugees to direct questions to the professional, no matter the form that the event will take.
<b>Conclusion phase:</b>	Make sure to send a handout with all the necessary information to the participants. It could be a report of the meeting, guidelines, infographics, etc. The beneficiaries should be in possession of basic knowledge about the legality of employment contracts and about what constitutes illegal work.
<b>Link with other activities in the itinerary:</b>	<p>A linked activity could be a meeting, with the facilitator of this meeting being the same as the one in the activity. This meeting would focus on the following subjects:</p> <ul style="list-style-type: none"> <li>• Modalities of the job search; where a job can be found: internet, newspapers, job centres, etc.</li> </ul>

- Other organizations specialized in assisting job seekers (job centres, associations, etc.); tips on how to search for these organisations should also be shown (i.e. internet research).
- Counselling services on labour contracts: type of contracts, minimum wage, taxes, termination of the contract, etc. These legal matters related to the labour market are essential items of knowledge for job seekers in general and for migrants and refugees in particular. Participants should be presented with websites where they could find all this information.

This meeting would be a group session of 2.5 hours for at least 10 participants. It could take place after the Module on Computer Literacy and the Module on Language Literacy of the Training Package, as a basic knowledge of computers and the internet is necessary for this meeting.

**Materials:**

-

**Other relevant information:**

-

## Activity: Monitoring Sessions

<b>Objectives:</b>	The primary goal of this activity is to ensure that beneficiaries are comfortable and assured in their new job and to mentor them at the beginning of their new professional career.
<b>Description of the activity:</b>	<p>According to the job sector, groups will be created in order to provide migrants and refugees with support and counselling on specific aspects related to their work. At the same time, beneficiaries will be given the opportunity to share their difficulties and concerns with the beneficiaries' advisors. This activity consists in organizing monitoring sessions, each of them divided into 2 groups of 5-8 persons, with an approximate duration of 2 hours. In addition to beneficiaries from the project, other people (for instance, migrants and refugees who are seeking employment in the same sector) interested in strengthening their professional skills will also be welcomed to participate in the activity.</p> <p>The beneficiaries must be in regular contact with their advisors, who will be at their disposal for any questions and necessary counselling. Advisors should routinely contact beneficiaries to see if they have advanced in acquisition of professional skills or how they are progressing in their new position.</p>
<b>Actors involved:</b>	A professional with all the knowledge necessary for this activity, a group of 10 migrants and/or refugees who will benefit from a support service.
<b>Preparation phase:</b>	Before these monitoring sessions, a survey must be created with specific questions related to beneficiaries' satisfaction with the project, such as one asking which skills were useful for labour market integration, how the person found the job, what was useful or useless from previous trainings, etc. A blank space should be left in case participants have other comments to make. This survey will be the basis of this activity's sessions and provide a base for leading relevant debates and actions.
<b>Delivery phase:</b>	It is essential to leave space and time for the beneficiaries to express themselves.
<b>Conclusion phase:</b>	A short report of the sessions must be sent to the participants after the meetings.
<b>Link with other activities in the itinerary:</b>	-

<b>Materials:</b>	Survey.
<b>Other relevant information:</b>	-

## Guidelines on Networking Sessions

### Activity: Networking Sessions

#### Objectives:

The networking session aims to facilitate access to employment opportunities for people who are encountering difficulties in their attempts to acquire a job. These people will be accompanied by volunteers who will act as their sponsors during various networking sessions. This activity is carried out within a wider network of sponsorship, in which professional integration represents one step towards a more comprehensive integration into one's host society.

The objective of the networking sessions between beneficiaries and a migrant entrepreneur who successfully found a job is to permit migrants and refugees to be in contact with successful entrepreneurs and enlarge their professional network. This increases the candidate's chances of becoming aware of job offers that may not appear in official announcements.

#### Description of the activity:

The networking sessions use an interactive and participative method based on the assistance provided by the migrant entrepreneur in order to improve access to the labour market for people, especially migrants and refugees, who are having difficulty with acquiring employment. This method lies at the intersection of professional integration and social inclusion, and has been conceived as a complement to the tools already used throughout the project. Indeed, some beneficiaries have a network exclusively made up of people who experience difficulties similar to their own ones. The subsequent isolation of their interpersonal relationships generates difficulties in accessing information. The more time passes and unemployment persists, the more a job is seen as something unattainable, especially as recent developments in the labour market make jobs even harder to acquire.

In general, these networking sessions respond to beneficiaries' needs by supporting people who are in the process of seeking employment but are having difficulty acquiring a job due to certain obstacles, like their precarious situation, personal problems, and lack of integration and/or weak command of the national language. These networking sessions also respond to the

needs of beneficiaries by giving concrete information on the process of professional integration via their sponsor (migrant entrepreneurs who successfully found a job).

It initiates a triangular relationship between the sponsor, the beneficiary and the social worker, who acts as a mentor for the migrant/refugee. In concrete terms, the social worker puts these beneficiaries in touch with the sponsors (migrant entrepreneurs) who will help them find employment. The nature and form of the sponsorship will be mutually agreed upon. This reinforced support can be organized over time and on a regular basis, which could be equivalent to having the beneficiary talk to the sponsor every week until they are employable. But this reinforced support can also be punctual if the beneficiary needs a boost for a specific objective (to introduce himself, to practice undergoing a job interview, preparing for networking events, etc.). In this case, an appointment for a special meeting is set up with the sponsor. Networking sessions enable beneficiaries to meet people they do not know, to open up other avenues for their job search, to broaden their professional network and also to have the opportunity to talk with different migrant entrepreneurs. The networking session places the beneficiary at the heart of their job search. Thus, this method, based on a dynamic of mobilizing the resources of both volunteer sponsors and professionals, opens up concrete and new ways to find jobs for people with integration difficulties (i.e. migrants and refugees). Social workers and sponsors, acting as job coaches, work with beneficiaries to encourage them to rely on their relational networks in order to gain knowledge of the business world and ultimately find a job.

**Actors involved:**

The actors involved are:

**The beneficiary (migrant/refugee)** is a jobseeker who encounters great social and professional integration difficulties related to:

- A lack of knowledge of the professional environment and the stages of a job search;
- Discouragement and demotivation;
- Trouble mastering the national language;
- Age and personal situation;
- Ignorance of the social codes of the host society;
- A lack of qualifications;

	<p>- A lack of knowledge of the local labour market.</p> <p><b>The migrant entrepreneur who successfully found a job is a sponsor/coach who:</b></p> <ul style="list-style-type: none"> <li>- Accompanies the beneficiary in the process of finding a job (job search techniques, interview preparation, etc.);</li> <li>- Mobilises his/her knowledge of the business world and networking;</li> <li>- Has the ability to patiently listen to and communicate with the beneficiary;</li> <li>- Guides the beneficiary and motivates him/her in case of discouragement.</li> </ul> <p><b>The advisor (social worker who follows the beneficiary) aids the beneficiary in expanding his/her network through various tasks:</b></p> <ul style="list-style-type: none"> <li>- Accompaniment in the process of looking for a job (job search techniques, tips for behaviour on the job, etc.);</li> <li>- Identification of sponsors and beneficiaries;</li> <li>- Organisation of the networking sessions (schedule of sessions, recruitment of sponsors, networking, etc.)</li> <li>- Development of partnerships with associations and companies;</li> <li>- Communication among the various actors;</li> <li>- Evaluation of the activity.</li> </ul>
<p><b>Preparation phase:</b></p>	<p>For the preparation phase, it will be necessary to cultivate a network of your own – to motivate newcomers and employers to participate in these networking sessions.</p>
<p><b>Delivery phase:</b></p>	<p>These sessions can be organized in two ways:</p> <ol style="list-style-type: none"> <li>1. On a regular basis in the long-term: a sponsor meets regularly with the beneficiary assigned to him/her and together they carry out the steps and operations needed in order to find a job.</li> <li>2. On an ad hoc basis (throughout the project): the beneficiary speaks with his/her sponsor in order to work on a specific subject (a presentation, preparing for an interview, etc.), to talk about his/her professional project or to be in touch with a person who works or worked in his/her desired field.</li> </ol> <p>The social worker's role is to mobilize actors within their network of associations, companies and entrepreneurs. The migrant entrepreneurs who acts as sponsors for migrants and refugees benefit from information and training that enables them to understand the difficulties</p>

faced by the beneficiary, as well as from the ability to attain skills needed for mediation and networking. The main goals of the networking sessions are:

1. The development of the sponsor's network through meetings and exchanges;
2. The production of methods and tools related to employability;
3. The creation of profiles of the migrant entrepreneurs;
4. The focus on the needs of local businesses in relation to their job sector;
5. The canvassing, awareness-raising and recruitment of different sponsors (i.e. migrant entrepreneurs);
6. The development of the relationship between the beneficiary and the sponsor;
7. The formalization of reciprocal commitments;
8. The establishment and the maintenance of links with the economic world;
9. The accompaniment and monitoring of the beneficiary;
10. The monitoring and development of the networking action.

These sessions could take different forms, such as: conferences, collaborative breakfasts, events, etc. The most important thing is to do it on a regular basis. The greater your involvement in these events is, the more active and sustainable your network will be. Candidates must also be involved in the process of finding target networks related to their personal aspirations. Lastly, it is essential that the speakers stress the importance of having a professional network and explain how to create and use it.

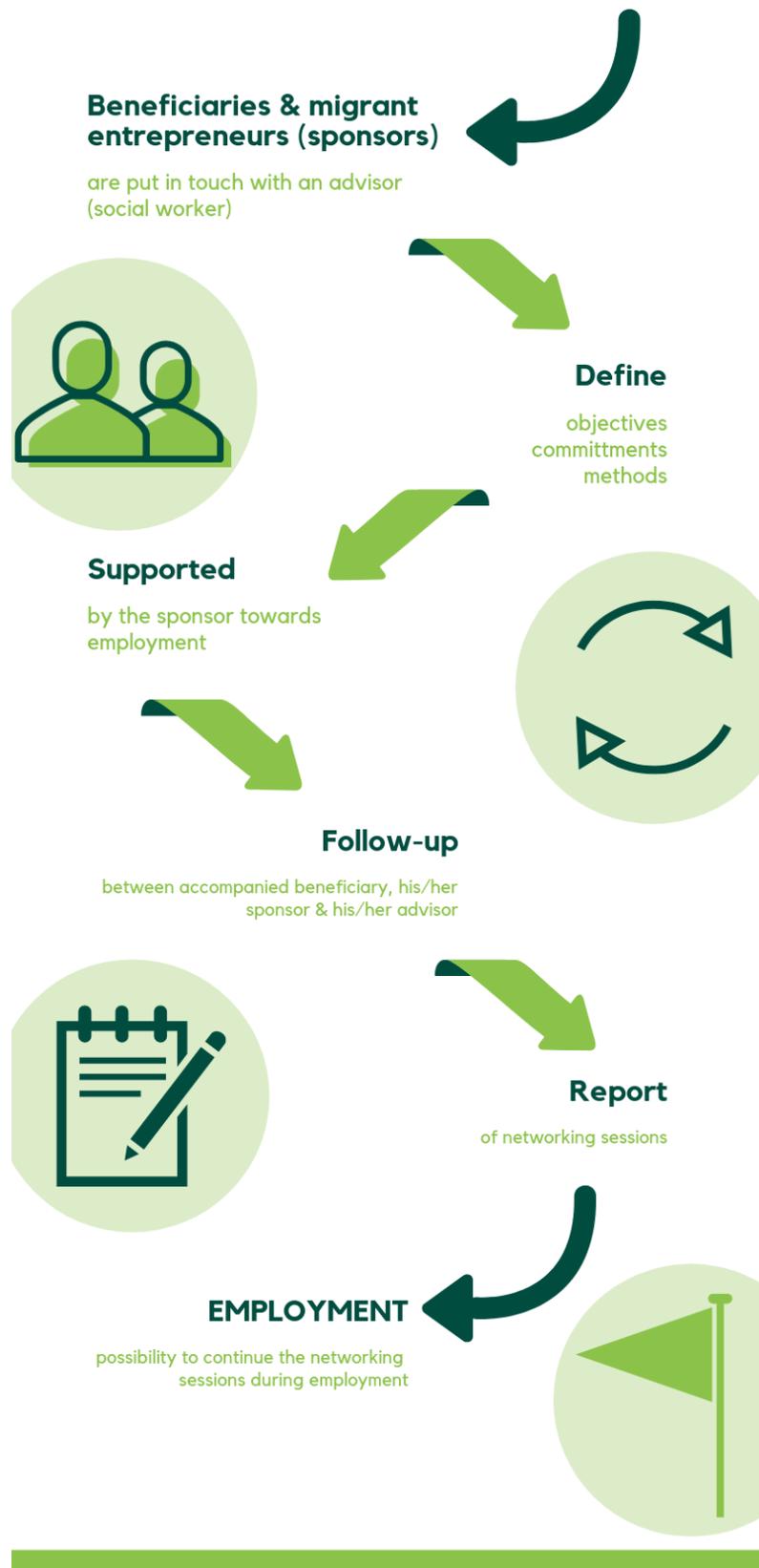
#### **Conclusion phase:**

For the conclusion phase, participants must complete an evaluation of the sessions based on the usefulness and implementation of the activity.

The social worker provides dual support: a) to jobseekers and b) to sponsors by monitoring the results of the activities of the networking sessions. The social worker provides each sponsor with tools (job offers, follow-up surveys, record identification and monitoring of the recipient, accompanying charter, documentation, etc.) in order to develop a strategy to support beneficiaries. The social worker supervises and trains sponsors through meetings, which take place twice a year, to exchange

	experiences and professional integration practices. External speakers enrich these relationships and activities by sharing their experiences and knowledge in the field of professional integration.
<b>Link with the other activities encompassing the itinerary:</b>	This activity is linked to the Orientation and Counselling phase, which is part of the IO2 Orientation and Counselling Handbook.
<b>Materials:</b>	-
<b>Other relevant information:</b>	-

# NETWORKING SESSION - how does it work?



## Activity: Online Networking

<b>Objectives:</b>	The aim is to help participants to master online networking in order to permit them to have more autonomy in their attempt to integrate into the local labour market. This autonomy is essential for the sustainability of the job search process.
<b>Description of the activity:</b>	The Internet is a very important source for tools that can be used for socio-professional integration, such as online networking sites. One of the most important sites in Europe is LinkedIn; it is therefore essential to master its use and functions.
<b>Actors involved:</b>	This activity may be implemented as group sessions. However, the groups must not exceed 10 persons.
<b>Preparation phase:</b>	In the preparatory phase, please read the document mentioned in the "Materials" section.
<b>Delivery phase:</b>	You will need one computer per participant and internet access. Make sure there is enough space to circulate among the participants in order to help them. You will need to aid them in each step of creating their individual account. At the same time, it will also be up to you to make the most of the candidates' profiles, especially by valuing their previous experiences.
<b>Conclusion phase:</b>	Participants should get a handout with the necessary information. The output of this activity is the created account. The CVs of the candidates must be as visible as possible on the internet (i.e. uploaded to all the relevant websites).
<b>Link with other activities in the itinerary:</b>	Module on Computer Literacy of the MigrEmpower Training Package (IO3). The activities to implement are a lecture and a group discussion on the importance of social media and networking and the creation of a LinkedIn account.
<b>Materials:</b>	Please refer to Session 3 of the Module on Computer Literacy of the MigrEmpower Training Package (IO3).
<b>Other relevant information:</b>	-

## Guidelines on Entrepreneurship Support

### Activity: Entrepreneurial Skills

#### Objectives:

The key objectives are the identification and strengthening of the beneficiary's entrepreneurial skills and the development of his/her personalized profile as an entrepreneur. First and foremost, the activity aims to allow the beneficiary to realize his/her skills and potential, but it also provides him/her with the basic steps one has to follow to start a business. In this manner, the activity focuses on improving the beneficiary's self-confidence so that he/she feels as capable as possible in regards to the process of creating a business, while still providing them with ways to find more information and seek help.

#### Description of the activity:

Starting and running a business require certain skills, as well as a personality often described as "entrepreneurial". Even though everyone may theoretically be capable of creating their own business, only a few do it. It is critical for entrepreneurs to be aware of their strengths and weaknesses, but it is perhaps even more important that they be confident about the skills they do already have.

1. Help the beneficiary determine his/her strengths and weaknesses, and check whether he/she possesses the key skills needed to become a successful entrepreneur. The different steps involved in the creation of a business require different skills. In this chart, you can find a quick overview of strategies you can use and adapt, according to the various projects and business ideas proposed by your participants.
2. Talk briefly about the basic steps needed to undertake the creation of a new business: making the business idea concrete, designing the business model, carrying out a market analysis, setting up a marketing strategy, writing the business plan, etc.
3. Give a short overview of the advantages and the potential risks related to an entrepreneurial activity.
4. Direct the beneficiaries towards different structures and organisations specialized in entrepreneurial projects (Chambers of Commerce, Business Agencies, etc.).

#### Actors involved:

- groups of 5 to 10 beneficiaries
- social worker/advisor who accompanies the beneficiaries

<b>Preparation phase:</b>	<p>Make sure you have printed enough copies of the attached handouts.</p> <p>Be familiar with the different steps of the activity.</p>
<b>Delivery phase:</b>	<ol style="list-style-type: none"> <li>1. Present the basic plan for how to start a business.</li> <li>2. Discuss with participants relevant entrepreneurial skills and the idea of an entrepreneurial personality.             <ol style="list-style-type: none"> <li>2.1. Discuss with participants what they consider the skills one needs to have in order to be an entrepreneur. Write these down on a flipchart or any other type of chart (PowerPoint if available).</li> <li>2.2. Explain the different competencies needed to become an entrepreneur (see the infographic below). Insist on the fact that confidence and motivation are key elements! If desired, show part of the video “The 15 Characteristics of Effective Entrepreneurs,” which effectively demonstrates that everyone can be an entrepreneur. (<a href="https://www.youtube.com/watch?v=sOJeQV5pHh4">https://www.youtube.com/watch?v=sOJeQV5pHh4</a>)</li> <li>2.3. Let the beneficiaries decide by themselves the competencies they already have and the ones they would like to develop. If some participants have difficulties with this process, help them, one by one, find out what skills they have previously acquired (through past work experiences, volunteering, hobbies, etc.) that could be useful as an entrepreneur.</li> </ol> </li> <li>3. Present the steps involved in starting a business (present briefly with the help of the handout).</li> <li>4. Present briefly the advantages and risks posed by entrepreneurship.</li> <li>5. Indicate the most important actors involved in business creation (Chambers of Commerce, Business Agencies, etc.).</li> </ol>
<b>Conclusion phase:</b>	<p>Make sure that the participants write a personal profile that they can keep and refer to anytime they need to do so. This profile will also help you to guide them later as they continue their entrepreneurial project.</p>
<b>Link with other activities in the itinerary:</b>	<p>Self-Employment Module of the MigrEmpower Training Package (IO3). These activities are split up in 3 sessions:</p> <ol style="list-style-type: none"> <li>1. Identification of entrepreneurial competencies</li> <li>2. Entrepreneur profile: do you have an idea?</li> <li>3. Pooling talents to create a business collectively</li> </ol>

	The main activities are to have beneficiaries reflect on their own entrepreneurial competencies and strengths, to have a real entrepreneur as a guest to be questioned by the beneficiaries, to ask for the group to analyse the competencies and strengths of a good entrepreneur and finally the creation of an imaginative potential business.
<b>Materials:</b>	Self-Employment Module materials, 1 PC, Internet, projector if available, flipchart/chalkboard.
<b>Other relevant information:</b>	-

# Key competencies for future entrepreneurs

IN THE 3 STAGES OF BUSINESS CREATION



## 1.) BEFORE THE CREATION

**emotional competencies** like motivation, will, risk, tolerance and autonomy

**ability to perceive opportunities**

**information management** (evaluation, absorption and analysis)

## 2.) READY FOR ACTION

capacity to manage **new, paradoxical & ambiguous** situations

**project management** skills

propensity for continuous learning

capability to research, reunite, and allocate necessary **resources**

high **availability & investment**



## 3.) TAKING ACTION



ability to **consolidate** different elements of the project

capacity to further **develop** the project

**strategic thinking**

**social & relational** skills

<b>FURTHER INFORMATION AND LINKS IN PROJECT PARTNER COUNTRIES</b>	
<b>FRANCE</b>	<ul style="list-style-type: none"> <li>Chambre de Commerce et d'Industrie : <a href="https://business-builder.cci.fr/guide-creation">https://business-builder.cci.fr/guide-creation</a> <a href="http://www.cci.fr/web/creation-d-entreprise">http://www.cci.fr/web/creation-d-entreprise</a></li> <li>Agence France Entrepreneur : <a href="https://www.afecreation.fr/">https://www.afecreation.fr/</a></li> </ul>
<b>SPAIN</b>	<ul style="list-style-type: none"> <li>Autoocupació: <a href="https://www.autoocupacio.org/en/">https://www.autoocupacio.org/en/</a></li> <li>City Coucil of Barcelona - Barcelona Activa: <a href="https://emprenedoria.barcelonactiva.cat/emprenedoria/cat/emprenedoria/index.jsp">https://emprenedoria.barcelonactiva.cat/emprenedoria/cat/emprenedoria/index.jsp</a></li> <li>City Council of Madrid: <a href="https://www.madrid.es">https://www.madrid.es</a></li> </ul>
<b>ITALY</b>	<ul style="list-style-type: none"> <li>Chamber of Commerce <a href="https://www.rm.camcom.it/">https://www.rm.camcom.it/</a></li> <li>CNA - Confederazione Nazionale dell'Artigianato (<i>National Craft Trades Confederation</i>) <a href="http://startup.cnaroma.it">http://startup.cnaroma.it</a></li> <li>Lazio Region <a href="http://www.regione.lazio.it/rl_main/">http://www.regione.lazio.it/rl_main/</a></li> </ul>
<b>AUSTRIA</b>	<ul style="list-style-type: none"> <li>Vienna Business Agency, a service offered by the city of Vienna <a href="https://viennabusinessagency.at/">https://viennabusinessagency.at/</a></li> <li>The Austrian Federal Economic Chamber: <a href="https://www.wko.at">https://www.wko.at</a></li> </ul>
<b>CYPRUS</b>	<ul style="list-style-type: none"> <li>Chamber of Commerce (CCCI): <a href="http://www.ccci.org.cy/">http://www.ccci.org.cy/</a></li> <li>IDEA Program: <a href="http://www.ideacy.net/idea/">http://www.ideacy.net/idea/</a></li> <li>Government Support for Women's Entrepreneurship: <a href="http://www.mcit.gov.cy">http://www.mcit.gov.cy</a></li> </ul>
<b>GERMANY</b>	<ul style="list-style-type: none"> <li>IHK (<i>Chamber of Industry and Commerce</i>), branches in all major German cities. <a href="https://www.ihk.de/existenzgruendung-und-unternehmensfoerderung">https://www.ihk.de/existenzgruendung-und-unternehmensfoerderung</a></li> <li>HWK (<i>Chamber of Handcrafts</i>), branches in all major German cities.</li> <li>Leipzig: <a href="https://www.hwk-leipzig.de/artikel/existenzgruendungsberatung-beratung-fuer-entrepreneure-in-spe-3,1043,372.html">https://www.hwk-leipzig.de/artikel/existenzgruendungsberatung-beratung-fuer-entrepreneure-in-spe-3,1043,372.html</a> Map of all German branches: <a href="https://www.zdh.de/organisationen-des-handwerks/handwerkskammern/deutschlandkarte/">https://www.zdh.de/organisationen-des-handwerks/handwerkskammern/deutschlandkarte/</a></li> <li>BWMI: Business start-up portal of the Federal Ministry for Economic Affairs and Energy. National. <a href="https://www.existenzgruender.de/EN/Home/inhalt.html;jsessionid=87DD004F9E4EE2038944556FE4BF1D4">https://www.existenzgruender.de/EN/Home/inhalt.html;jsessionid=87DD004F9E4EE2038944556FE4BF1D4</a></li> </ul>

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|  | <ul style="list-style-type: none"><li>• Existenzgründerzentrum (Start-up centre). Leipzig.<br/><a href="https://www.egz-leipzig.de/">https://www.egz-leipzig.de/</a></li><li>• Existenzgründerhilfe (Start-up assistance).<br/>National: <a href="https://www.existenzgruenderhilfe.de/">https://www.existenzgruenderhilfe.de/</a></li><li>• Leipzig:<br/><a href="https://www.existenzgruenderhilfe.de/anmeldung-fuer-existenzgruenderseminar-in-leipzig">https://www.existenzgruenderhilfe.de/anmeldung-fuer-existenzgruenderseminar-in-leipzig</a></li><li>• SMILE: Start-up initiative of Leipzig University. Leipzig.<br/><a href="https://www.smile.uni-leipzig.de/">https://www.smile.uni-leipzig.de/</a></li><li>• Social Impact Lab. Leipzig: <a href="https://leipzig.socialimpactlab.eu/">https://leipzig.socialimpactlab.eu/</a></li></ul> |
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## Activity: Business Model Canvas

<b>Objectives:</b>	<p>Once the beneficiaries have identified their entrepreneurial skills and personality and have a basic knowledge about how to create a business, they will start to shape their personal project.</p> <p>The aim of this activity is to develop in depth the Business Canvas for possible start-ups. The beneficiaries will learn how to transform their idea into a business model that works.</p> <p>The participants will receive personalized support to help them get started with a concrete and precise design of their business model. In this manner, difficulties can be dealt with as soon as they appear, and beneficiaries will be better prepared to overcome future obstacles.</p>
<b>Description of the activity:</b>	<p>After a short presentation of different elements involved in business modelling, each participant will start to work on his/her personal project. The advisor will be there to help the participant and ensure the quality of the proposed project.</p>
<b>Actors involved:</b>	<ul style="list-style-type: none"> <li>- groups of 5 to 10 beneficiaries</li> <li>- social worker/advisor who accompanies the beneficiaries</li> </ul>
<b>Preparation phase:</b>	<p>Make sure that you have enough copies of the Business Model Canvas Handout for each participant.</p>
<b>Delivery phase:</b>	<p>Make sure that the advisor will be able to answer the participant's questions.</p> <p>As the Business Model Canvas is a personal project, the advisor must be ready to provide personalized responses to the participants' questions.</p> <p>Make sure that the room is big enough to allow each participant to work quietly even when the advisor is talking to someone else.</p>
<b>Conclusion phase:</b>	<p>The participants leave the activity with the completed Business Model Canvas that they can use to pursue their personal business project.</p>
<b>Link with other activities in the itinerary:</b>	<p>Self-Employment Module of the MigrEmpower Training Package (IO3). The activity to be implemented is the introduction of the Business Model Canvas, which is a key tool to use when starting to think of a business. A canvas requires time to research the market, the product and its social impact and the feasibility of a business. The goal is to collectively imagine a potential business.</p>
<b>Materials:</b>	<p>Copies of the Business Model Canvas Handout.</p>

Other relevant information:

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# THE KEY STAGES IN A BUSINESS CREATION



CONGRATULATIONS!  
YOU DID IT!

# BUSINESS MODEL CANVAS HANDOUT



## Activity: Business Conference

<b>Objectives:</b>	The aim of this conference is to provide models of success for participants in the project by showcasing migrants and/or refugees who have successfully started their own business.
<b>Description of the activity:</b>	This is the opportunity for participants to meet people who followed the same path as them and succeeded in starting a business. This should create a positive reference for beneficiaries that allows them to identify themselves with successful entrepreneurs.
<b>Actors involved:</b>	You can invite several refugees/migrants who have started their own business to the conference. This activity is an opportunity to exchange best practices related to starting a business. Depending on how much space you have, you should invite as many refugees/migrants as you can.
<b>Preparation phase:</b>	Find people willing to speak about their business experience. Having several speakers will carry more weight for your target group. Make sure to have a room big enough to fit everyone.
<b>Delivery phase:</b>	Organize the conference in two steps. First, give some time for the successful entrepreneurs to share their experiences. Then, leave time for the participants to ask questions. This time will permit them to obtain answers that can help them to develop their business plan.
<b>Conclusion phase:</b>	Encourage the exchange of contacts between the participants and the speakers, but also among the participants themselves. Try to encourage the speakers to mentor some of the participants as well.
<b>Link with other activities in the itinerary:</b>	If some of the participants are interested in starting a business, there is the option of a complementary activity that lasts for <b>5 sessions of 2 hours each</b> . During these sessions, the following issues can be addressed: <ol style="list-style-type: none"><li>1. An general introduction of the different stages of starting a business (make sure that your idea responds to a demand, find partners, attain funding, set up channels of communication, develop a prototype of your product, talk about your product to the media, obtain funding, etc.).</li><li>2. The need to set up channels of communication (Facebook page, Twitter account, website, flyers, etc.). This stage is very important for a start-up business.</li><li>3. How to attract and manage media attention, and the basic tools needed for dealing with the media (a short session on this issue is advisable).</li></ol>

	<ol style="list-style-type: none"><li data-bbox="719 230 1449 338">4. The search for funding: how and where to look, a listing of which entities provide funding, how to obtain it, etc.</li><li data-bbox="719 344 1449 533">5. Workshopping business ideas by holding a participative session where the participants can briefly present their idea for a start-up and the rest of the participants can give their feedback on the proposed business project.</li></ol> <p data-bbox="671 577 1257 607">The total duration of this activity is 10 hours.</p>
<b>Materials:</b>	Speakers, projector, computer.
<b>Other relevant information:</b>	-

## Results of IO4 activities carried out in each partner country

The MigrEmpower itinerary went through a pilot phase in six partner organisations of the project in six European cities: Barcelona (ACH), Nicosia (CARDET), Leipzig (Wisamar), Rome (SANSAT), Vienna (Südwind) and Strasbourg (AMSED). In the period between July 2018 and February 2019, the partner organisations all implemented the MigrEmpower itinerary, and more concretely the Employment support methodology and tools in order to assess its usefulness, find challenges and improve the handbook where necessary. Nevertheless, the methodology of this handbook is flexible and non-exhaustive. It is therefore allowing the implementing organizations to adapt it to local contexts and participants' needs.

The MigrEmpower itinerary in the Employment Support phase brought on multiple points of consensus. Where women in all partner countries were the beneficiaries that participated outweighed the number of men that took part in this phase. This phase also seems to be one of those with the lowest beneficiary turnout in general. Where only one partner association (Südwind) was able to reach 20 participants. This information does not truly point to anything specific, but it does bring up the question of whether there is a reason a lower ratio of men attended the networking phase of this program.

One of those points living in the realm of language improvement. Where beneficiaries' employability and job search were the prime focus, and the language level of beneficiaries were a few of the factors that created an obstacle for their job search. The previous point evidenced in the responses of both beneficiaries and staff members between the different participant organizations involved in this project. Where Südwind mentions a specific need for beneficiaries to have "more emphasis put on language learning."

Beneficiaries did seem to appreciate the ability to see an example of what life in their various countries could look like after finding employment. This is very much the case for AMSED where the diversity in careers of the entrepreneurs that attended the network meeting was very encouraging for beneficiaries in attendance. It seemed to be the most beneficial that the entrepreneurs in the AMSED hosted network meeting, 5 out of the 6 entrepreneurs were migrants to France.

### The participants' profile

As was the same in the Orientation and Counselling phase, participants had very heterogeneous backgrounds. Where many participants were representative of various Middle Eastern countries such as Syria, Afghanistan, Egypt, and Iraq. While the second largest group came from West African nations like Nigeria, Burkina Faso, Senegal, and the Gambia (this highest from this group being Senegalese). The remaining participants holding origins of countries in Eastern Europe (Albania, Armenia, and Georgia) or South America (Venezuela). Additionally, there were a few beneficiaries from Germany, Poland, The Philippines, and Palestine. There was a wide variation

where it concerned residence status. There were a few migrants within ACH's Employment Support phase that has already begun the asylum seeker process. Then there were other participants throughout the different partner organizations participating in this program that had a family reunification right. In none of the partner organizations were there beneficiaries without legal status reported to have participated in the Employment Support phase.

In the area of participants' employment profiles, a number of beneficiaries within this phase were unemployed. While others were in job situations that they wanted to change or gain higher authority in. CARDET was a positive outlier for participant employment profiles. Where in the case of CARDET having a substantial amount of beneficiaries that had been able to acquire a job. This was helpful overall in the implementation of their Employment Support phase because these beneficiaries were able to attend further Employment Support sessions and share their experience and advice on finding a job.

Finally, as mentioned before, there was higher representation of women that participated in the Employment Support phase compared to men. On average about 60 % of participants were women. Overall in cases of partner organizations such as Wisamar and ACH there was a drop-in participant attendance when compared to prior IO phases. This was due to many participants realizing they needed more time to tackle the challenge of language learning first. There was also the outside factor of some beneficiaries that has participated in earlier phases being able to find job placement between the Training phase and the start of the Employment Support one. Therefore, of course prioritizing these jobs over further MigrEmpower training. This can also be seen as a testament to how helpful prior phases of this itinerary have already been so beneficial to participants.

### Reasons for participation

The reasons for participating were varied amongst the individual participants in the respective partner organisations, however a few major reasons can be identified. The main motivation in all six organisations was the search for a job or a better professional perspective. As the participants were dissatisfied with their current professional situation, or lack thereof. MigrEmpower offered them an opportunity to find support and advice. Given that most participants were socially alienated, another important factor was social inclusion and participation. Thus, there were a large number of participants very excited for the network meetings and conferences they were able to attend during this phase.

Also as referenced from partner associations like CARDET and Wisamar, due to the evidence of the success that beneficiaries who found jobs had, the existing participants saw the value that MigrEmpower has on furthering career opportunities. The majority of beneficiaries that participated within this phase were those joining due to unemployment. Therefore, seeing this phase as the best option in finding more routes towards a job. This phase provided the most direct connection to employment. Where networking events like *café contact* (a large event in Strasbourg where all employers in attendance have to be able to have jobs available that people can leave

having acquired) was a very attractive incentive for beneficiary participation in the case of AMSED.

As a continuation on the idea of beneficiaries seeing the chance for better social inclusion within this phase, these networking events were a well-rounded option of reaching this goal. Since so many different domains of these migrants' new communities were represented at these networking events. Therefore, even at the events where a job offer may not have exactly been a guarantee there would still be a chance to form a relationship with employers and entrepreneurs that could create job opportunities with employers not even in attendance.

### Results achieved

The most prominent results achieved for beneficiaries were in the domain of expectations. Where many migrants due to seeing a more tangible example of what their futures could look like and the types of jobs available to them were able to set or re-access their existing career goals. For example, beneficiaries in Südwind's Employment Support phase changed their previous job expectations. This was on the basis of not having the linguistic skills necessary to flourish within the domain they have qualifications in through their home country. It was an opportunity for having humility in knowing their own limitations as mentioned by SANSAT.

This phase also bred the chance to apply skills and tools given to beneficiaries during the Training phase. Due to the interviews with local employers that beneficiaries participated in there were still benefits even when they were unable to get the job. They were able to leave these interviews with more perspective, recommendations on improvement, and tools to put into action in future interviews. The previous very much reflected in ACH's Employment Support phase. Additionally, CARDET found great success in beneficiary enthusiasm and participation in the way their mock interviews were conducted. CARDET's collaboration with Andreas Georgiou, the manager of the SME INNOVADE, was seen as very attractive by beneficiaries. This was due to him being a representative of a highly respected company that due to being an advisory and consulting firm holds a vast network of business contacts. The success of this collaboration can be seen as a learning opportunity for future organizations that implement the MigrEmpower itinerary.

Regarding the overarching outcomes of the process there is a variety of achievements both related to their professional path and well beyond it.

- 1) An aptitude for self-awareness was gained by most participants. This awareness being in the realm of self-esteem/confidence. Where beneficiaries were able to grow a new level of self-assurance over what their skills are. Most importantly that there are actually job opportunities where employers are looking for these specific skills.
- 2) Beneficiaries were also able to have a clearer and more organized mental agenda of what their goals and priorities are. Therein they were able to set more detailed and less abstract priorities. While also prioritizing what interviews they felt were the most pertinent to have first.

- 3) As discussed previously, participants became more realistic about what their limitations are. This being very much in conjunction with the self-awareness also discussed previously.
- 4) There was a greater understanding from beneficiaries about what the work reality actually is, and the distinct differences these realities have with those of their home countries.
- 5) The ability for participants to meet with different job opportunities created a chance for greater perspective in being able to gain further advice and tools to help them with their job search.
- 6) Participants gained a better understanding of how to actually apply and use their CV as a tool. Moreover, understanding that it is possible to customize, and emphasize certain skills on each CV they submit to different employers.
- 7) There was also a better understanding of how to sell and communicate how their personal skills could be applied to a professional environment. This achievement being very useful to those beneficiaries that do not have a lot of certifications and job experience on their CVs.
- 8) Beneficiaries also gained a better understanding of how to evaluate and weigh different job offers. The previous being very helpful in helping participants not feel too overwhelmed with the amount of applications and jobs they are attempting to vie for.
- 9) The reality of whether certain beneficiaries would be able to have self-employment in their future was an achievement reached. This was very important due to the clarity of what their specific goals should be. It was also an achievement that highlighted how unnecessary critically comparing their experiences to other migrants can prove as an obstacle in their own career development. CARDET's IO4 phase saw great achievement in this area due to the "Active Job and Networking Session" component they integrated into their implementation of this phase.
- 10) An achievement that holds great distinction in the IO4 phase was the entrepreneurial mind-set that a substantial number of beneficiaries reached. In CARDET's Labour Orientation and Managing sessions they invited successful entrepreneurs that held the same origin as one of their largest migrant profiles (Syria).
- 11) In certain instances, knowledge that would help beneficiaries be able to better evaluate job opportunities was gained. In the case of Wisamar this was through participants heaving better legal knowledge about what their rights as workers in Germany are. Therein be having confidence when reading over possible future job contracts.
- 12) Beneficiaries appreciated the chance to know that partner associations implanting this program would not completely leave them and actually work towards long-term success and support for them. As an example at AMSED for participants that were unable to find a job they saw the benefit of the 5 support meeting that were held to provide further aid on the job search. While there was also long term monitoring for those who had found a job, to help them maintain a positive momentum in their new role.

- 13) Beneficiaries were also very pleased to see that partner associations provided knowledge on workers' rights and contracts given in the forms of seminars. At AMSED this was seen with a seminar including 10 beneficiaries lead by Rachida Douair a career advisor that works for France's Pôle Emploi (National Employment Center).
- 14) Overall achievements in this phase can be described as having participant be more active than passive agents in their job search.

Despite the wide range of positive achievements and the empowering effects the itinerary had on the participants in the different partner organisations, certain structural constraints such as discriminating immigrant laws or racist and other biases in the host societies are out of reach for the itinerary. Thus, there were some cases where frustration and dissatisfaction remained.

### Adaptations to the local contexts

As mentioned above, the implementing partners largely stuck to the original itinerary. Yet, there were minor deviations and additional material used in order to adapt the tools to target group and local circumstances. SANSAT and AMSED for example included the utilization of job search tools like Indeed and Monster as an added tool in the CV creation within this phase and computer literacy phases. While due to busy participant schedules multiple partner associations needed to modify how some of their network meetings would work. Where AMSED at points has to have different network meetings to fit the schedules of both beneficiaries and entrepreneurs. Adaption was also very necessary in cases of the level of participant education. The previous can be seen most easily in ACH's Employment Support phase, due to having many of their participants who have only had an elementary school education.

### Challenges

As was so in the Orientation and Counselling phase language continued to be somewhat problematic in getting the full benefits of what the Employment Support itinerary had to offer. The language issue becoming a problem during this face due to a multiple of variables. For example, just simple communication with possible employers at networking events. While some participants also being unable to comfortably communicate their work experiences during parts of the Employment Support phase like *Labour Orientation*. This proved as a part of the process that was slowed down and created a lack of smoothness in Employment Support implementation. Additionally, poor language and illiteracy made the evaluation difficult. The organisations could solve linguistic difficulties partly because some counsellors spoke English and French with the participants, used dictionaries or involved third persons to translate.

Scheduling of Employment Support events and workshops was also made very precarious due to the haphazardness of participant work schedules. This proved to make it challenging not only when scheduling CV, computer literacy, and practice

interview workshops, but also the reason for so many of the scheduling modifications necessary to plan networking events and focus groups. The limited amount of scheduling within the design of the Employment Support phase proved to be an issue. Where some partner associations recommended that the phase be made up of more built-in sessions.

The innovativeness of MigrEmpower at times also acted like an obstacle for success, and fluid itinerary implementation. Many local employers in the case of Wisamar were unwilling to engage in interviews in the framework of MigrEmpower. Therefore, having Wisamar conduct interview training sessions instead.

There were also a number of instances of disinterest from beneficiaries that provided the challenge of holding certain portions of the itinerary. Where due to a high lack of interest small portions of the itinerary were either not held, or when held there were no attendees.

A logistical factor such as transportation was a challenge faced within this phase. It costs money in public transit fair for migrants to attend workshops and networking events. Therefore, as was seen with CARDET, there were points where the association would have to cover the cost of public transport to networking events for beneficiaries. There were many cases where even if the scheduling worked with the schedule of the migrants, beneficiaries could just not afford to be at the training.

Lastly, the following table summarizes the solutions, project partners adopted in order to deal with the above-mentioned challenges in the future. These being overall the same as the challenges and solutions referenced in the IO2 phase:

Challenge	Solution
Language	<ul style="list-style-type: none"> <li>• Foreign language capacities of the counsellors</li> <li>• Dictionaries</li> <li>• Translators</li> <li>• Translation into further languages (e.g. Arabic)</li> </ul>
<ul style="list-style-type: none"> <li>• Reach participants</li> <li>• Lack of time and money of participants</li> <li>• Attractiveness of participating</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination at the irregular workplace</li> <li>• Pay the costs for public transport</li> <li>• Make home visits</li> <li>• Provide drinks and snacks during the sessions</li> </ul>
Scheduling	<ul style="list-style-type: none"> <li>• Scheduling the activities according participants' availability</li> </ul>
<ul style="list-style-type: none"> <li>• Time: self-assessments needs a lot of time</li> <li>• Especially: 2nd interview: time for identification of skills</li> </ul>	<ul style="list-style-type: none"> <li>• Possibility to set some activities as homework</li> </ul>

<ul style="list-style-type: none"> <li>• Some results were expected too early</li> </ul>	<ul style="list-style-type: none"> <li>• Provide results in a later timeframe (e.g. in the beginning of the subsequent interview) and clearly explain to participants that these activities are part of a whole itinerary</li> </ul>
<p>How to end the itinerary without letting the participants down</p>	<ul style="list-style-type: none"> <li>• Clearly explain to participants that these activities are part of a whole itinerary</li> </ul>

### Additional modifications

Modifications if any that occurred during this phase usually had to do with scheduling/and or case-by-case cancellation of trainings that beneficiaries were disinterested with. The cancellation of an activity such as the interview phases, at times were adapted due to the lack of cooperation on the end of local employers. The modification of these, were mainly in the form of mock interviews. Where group constructive criticism would occur as a way to aid the improvement of the beneficiary that was having the mock interview. However, overall there was not much modification needed during this phase.

## Conclusions

A theme that really encompasses the results of the Employment Support phase is active self-awareness. The Employment Support phase was aimed to give migrants the events, workshops, and tools that would leave beneficiaries feeling like they were autonomous in their job search. This phase was able to help imbue migrants with a self-confidence that is the first qualification needed when seeking out a job. CARDET's implementation of the foreseen actions acts a great example of trying to create this foundation for autonomy and confidence for their beneficiaries in Cyprus. Where in their report, the focus on applicability of knowledge and tools shared with beneficiaries is so greatly stressed. This was expressed through the observations CARDET made in reviewing their beneficiaries satisfaction levels and evaluations of whether they had a truly better grasp of fair workers' rights and contracts.

Beneficiaries needed to understand that being an active agent towards their success was a necessary trait to have in order to find a job. While also agreeing with the idea that they would need to be realistic and have a level of humility when setting goals for themselves. Participants were able to end the Employment Support phase having reachable goals listed, or even tangible job prospects in their futures.

Partner organizations like ACH and SANSAT noting that if anything what beneficiaries leaving the Employment Support phase wanted was a possible extension of the Modules such as linguistic learning and Computer Literacy encompassing the Training Package that they were learning. Therefore, this would be a possible recommendation to the itinerary; a way to as previously stated have more sessions that break up the actions of the Employment Support phase. Another recommendation as a result of CARDET's Employment Support phase would be to have planned meetings were already structured to encompass an entire day instead of just a 2 to 3 hour window of time. Therein providing more opportunities for migrants to attend and or give a testimonial about their job search experience and integration.

Where it concerns the staff and counsellors that were involved in the implementation of the Employment Support phase it would be helpful to have built-in modification routes into the IO4 process. This is to say that it could be helpful for the MigrEmpower program to factor in the possible obstacles that proctors of this phase could face in the future. By doing so, create alternate activities and actions that can be taken by proctors in order to maintain a relatively similar process amongst the different organizations that utilize this itinerary. In short, a way to keep continuity across all participating organizations. With more continuity and connection in place, the MigrEmpower itinerary will find it easier to see what the intersecting points of problems are that can be utilized for future improvement of the program.

This document shows that it is crucial to enhance the strengths of migrants and refugees in order to increase their employability. It is equally essential to listen, participate, develop proper recruitment methods and support adapted to the main research bases in this research. Therefore, future associations that utilize the resources and guidelines of this itinerary need to truly understand how customizable the MigrEmpower process is supposed to be. There were multiple organizations that provided the recommendation of labour orientation and networking sessions needing

to have been structured to last longer. It is necessary for future users of this itinerary to realize that sort of change is something they have autonomy in changing and melding to what works best for the needs and schedules of their group of beneficiaries. A potential way for MigrEmpower to express how customizable the itinerary is, would be to create some form of an Index or Appendix that can be found on their website that provides a knowledge bank of the sort of customizations utilized in past MigrEmpower cycles. This is to say that, for example, the six associations that participated in this approx. 6-month pilot-run of the MigrEmpower guidelines can submit the assertions of the customizations they had to make during their implementation, in order for future associations to look back and see how they can make MigrEmpower cater better to the goals of the beneficiaries they work with.

This handbook highlights that assisting migrants and refugees in the process of seeking employment promotes secure and successful personal journeys. It ensures the prevention of potentially vulnerable people being exposed to dangerous internal and external risks in their host society. It also guarantees the successful accompaniment of the beneficiary while avoiding premature breaks in the employment contract, which is harmful for both the employee and the employer. Therein this handbook highlights a way to encourage local employers in the future to be more inclined to collaborate with associations implementing the MigrEmpower itinerary and tools. The emphasis on how the structure of MigrEmpower, and the knowledge it gives its beneficiaries is also a commodity for local employers. Employers can feel a higher sense of security and trust in new employees that have gone through the MigrEmpower itinerary. Where the beneficiaries who complete the MigrEmpower itinerary can see how useful having a certificate from this itinerary will be on the job search. Moreover, the longevity of what MigrEmpower offers will be further maintained by the possibility of the cyclic process of job recruiters providing the advice of participation in a MigrEmpower training as a way for migrants to have more success in their next interview.

The social and professional integration of the migrant or refugee must combine the interests of the beneficiary and that of the employer. The previous statement further addresses the understanding that local employers need to understand how MigrEmpower is also a tool they can utilize internally. Therein, for employers that have already hired migrants that have not gotten a MigrEmpower certification, it would be possible for employers to use their resources to proctor a MigrEmpower cycle that includes all 3 MigrEmpower phases. There is also a possibility that if the itinerary is implemented internally within a local employer's business they integrate the itinerary into their already existing employee orientation and training programs. Thereby customizing the program to have modified the phases. Where since these beneficiaries would have already acquired the job, sessions that focus heavily on the creation of the CV and Motivation Letter can be used to spend more time on furthering Computer Literacy and more knowledge on workers' rights in the various domains they are within. Moreover, if an employer were to hire a beneficiary going through the MigrEmpower process through a third party organization like AMSED or Wisamar, but has not yet gotten their certification, the employer may decide to make lasting employment contingent on finishing their certification. This would be a way solution for the lack of

consistent attendance from the Training and Employment Support phases. Beneficiaries who have found jobs during the MigrEmpower process would understand that at the discretion of their new employer they are encouraged to go through and gain their certification.

The overall point of this document is to reflect how the Employment Support phase in this pilot-run of the MigrEmpower itinerary impacts the overall success of the projects implementation. Additionally, the various observations that can be surmised from this cycle of the itinerary in order to better impact future applications of it.

These are the resolutions decided upon by the leaders of associations, unions and employers. This guide and its fact sheets are based on the experiences we had in carrying out the project.

## Annexes - Infographics