



Policy Strategy Outline

FAB common partnership and intervention model on refugee integration with focus on women and the Skills Profile Tool

A4.3.1 Policy Strategy Outline

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Introduction

The FAB project – and in particular its O.4 - aims at developing a European Partnership- and Intervention-Model providing cities and regions in Europe a framework for setting up a strategy for fast-track integration of refugees and asylum seekers (in particular female refugees and asylum seekers).

The “**FAB common partnership and intervention model on refugee integration with focus on women and the Skills Profile Tool**”, shortly “**FAB model**” is the result of the policy research, dialogue and Peer assessment carried out since 2018, when FAB started, until its end.

The FAB model is composed of three different parts, aimed at exploring the different aspects, conclusions, recommendations and guidelines which result from the different processes and actions activated by the project – studies, research, study visits and Peer reviews, transfer and adaptation of measures and practices on refugee inclusion, pilot implementation processes, and all the reflections started from the actions.

The three parts composing the FAB common partnership and intervention model on refugee integration with focus on women and the Skills Profile Tool are:

- **Policy Strategy Outline.** In this document, firstly, we describe and analyse the existing partnership models as a basis for developing an overarching European Partnership-Model¹. Secondly, we describe and analyse the interventions, implemented by the Cities as a basis for developing an overarching European Intervention-Model. Thirdly, both, the chapter for Partnerships and the chapter for Interventions end up in extended recommendations for a European Partnership- and Intervention Model;
- **FAB Guideline.** This document is targeting primarily policy makers, public and private bodies responsible for designing and managing measures to integrate refugees and migrants into EU labour markets. Starting from the recommendations collected across the project process, and integrating feedback and suggestions involved from the FAB partnership, it is meant as a guide to local authorities in drafting a policy strategy, with concrete examples from the local contexts;
- **FAB Toolkit.** The last part of the FAB model explains and showcases the methods, tools and results of the transfer and adaptation processes that the 5 FAB cities – Milan, Stockholm, Vienna, Berlin and Belgrade have put in place to answer their most urgent needs in terms of refugees’ integration into their local contexts. All the actors involved have considered this deep exchange as one of the most valuable in the project, this practical step-by-step toolkit gathers its tools, learnings and legacy, so to hopefully stimulate similar processes in many other European cities.

¹ which have been described in the context researches (2018) within Outcome 1 (O.1) of the FAB project

Policy Strategy Outline, introduction:

The leading questions of the Policy Strategy Outline are:

A) Partnerships:

- What kind of partnerships have been set up in the different cities (on different levels)? Which partners are involved?
- Which are the strengths and the weaknesses of the existing partnerships?
- What can we learn from these practices for a European Partnership Model? (Recommendations)

B) Interventions

- What kind of interventions can we identify in the partnering cities?
- How can they be structured (Cluster)?
- What can we learn from these practices for a European Intervention Model? (Recommendations)

In this document, we have highlighted the changes compared to 2018 in red.

MetropolisNet EEIG, responsible for leading O.4, has written this document, in order

- to save the rich diversity of strategies, approaches and measures of O.1 (Outcome 1) and to “exploit” them for O.4,
- to have a basis document for further developing the partnership and intervention model in O.4, in a next step also taking in account O.2 and O.3 results,
- to give an input for the discussions in the Policy-Practice-Groups (PPG) of O.4.

Useful hints for easy reading:

Not all readers will be able to read the whole document, in particular in the intervention chapter. Under the “summaries” and “recommendations” you will find an overview of the most important points of this analysis. These pages are marked with a **green background**.

1. What kind of partnerships have been set up in the different cities (on different levels)? Which partners are involved?

1.1 Milan

On the one hand we have (national) **state managed (first and second) reception centres** (CPSA, CARA, CDA, CAS – Emergency Reception Centres), on the other hand **municipality managed second reception centres** (financed by the national programme SPRAR (Protection System for Asylum Seekers and Refugees) and implemented by municipalities in cooperation with community engaged organisations.

In the **municipality Milan** the integration of refugees and asylum seekers is in charge of the **Department for Social Emergencies, Rights and Inclusion**. The two bigger systems, SPRAR and CAS, are directly supported by the municipality Milan, which is a rare case in Italy. Milan, through its Welfare Plan, also offers an integrated service system that covers migrant`s complementary needs. In the SPRAR programme an important role also plays the **ANCI (Italian National Municipalities Association)**, that coordinates the programme nationwide.

Up-Date Milan 2021: There were several changes in the legal aspects at the national level in Italy since the first phase of the FAB project in 2018: In particular, there are two law decrees approved regarding the system of reception and integration of immigrants since 2017 at today.

1. Decree - Law on security and migration

In September 2019, the Italian Government passed a decree-law (No 113/2018) on security and migration. Dubbed the 'Salvini Decree', it contains a wide range of measures tightening up the conditions for asylum, reducing the level of protection for the most vulnerable migrants, and making expulsions easier.

With the aim to make the asylum system more effective, the Law transformed the System of protection for asylum seekers and refugees (**SPRAR**) to the System of protection of refugees and unaccompanied minors (SIPROIMI), excluding asylum seekers and beneficiaries of humanitarian protection status from the second-line reception centres. This means that the two groups are channeled into the existing Emergency Accommodation Centres (**CAS**), which do not offer integration opportunities and are often located in isolated areas. Additionally, the new Law massively reduced funds for CAS, which accommodates approximately 75-90% of all migrants, as well as funds for mediation and legal advice in them. Due to the reduction of funds, many CAS had to lower their services or close their facilities in Italy.

The asylum procedure was affected through a legislate reform, abolishing the humanitarian protection status, which was frequently granted before the 2018 law reform. The report highlights how this led to the irregularization of migrants who were eligible for the humanitarian protection status, aggravating their access to the reception system and leaving them in destitution. The Law also repealed the rules governing civil registration, prohibiting asylum-seekers to register as residence, excluding them from basic health care and social coverage.

2. Decree – Law amending the former “Decreto Salvini”

Law Decree No. 130/2020, which entered into force on last October 22, 2020. The Italian Government has partially amended the provisions that had been introduced at the end of 2018 with Law Decree No. 113/2018 (the so called "Decreto Salvini" on safety and immigration). The decree provides for several changes to the current Immigration law and partly cancels/modifies the provisions introduced in 2018 by the controversial “security and immigration decree” – also known as Salvini decree.

The new decree provides for shorter wait times for obtaining Italian citizenship; the restoration of the possibility of performing socially useful work; and the cancellation of million-euro fines placed on NGO ships. Potential jail time for activists at sea however remain. It concerns those who don't coordinate with the maritime authorities of the countries of the flag their ships fly or who are working in rescue. The new decree, in contrast with measures currently in effect, provides for a return to a "system of reception and integration SAI – Sistema Accoglienza ed Integrazione

The new decree provides for:

- Reforming the migrant’s reception system
- More favorable conditions to apply for humanitarian protection, special protection
- Possibility of asylum seekers to register as resident with the city council
- Possibility to convert some residence permits, including elective residence, pending citizenship application, calamity, special protection and others into residence permits allowing work
- Reduction of processing time for citizenship applications for naturalization and marriage from 48 months to 36 months (the term was raised from 24 months to 48 months by the previous Salvini decree)
- Reduced fees for NGOs that violate the sailing ban.

Consequently, the structures and services of reception in the city of Milan have also changed.

1.2 Stockholm

The two main players in Sweden (and in Stockholm) are the **Municipalities and the PES – Public Employment Service**. All municipalities in Sweden are to receive and to arrange housing for newcomers as directed to the Municipality from the **Migration Agency**. The Public Employment Service mission is to contribute to a well-functioning labour market for both jobseekers and employers. An important task for the PES is also to equip those who are further from the labour market. When a person has obtained residence permit, she or he must register at the PES in order to participate in the introduction program that is offered for 24 months.

The **County Council (Health Department)** is responsible for a health check-up. This is important to be able to help people with an illness, as well as to prevent spread of diseases.

The **County Board** coordinates the allotment of newcomers to the municipalities throughout the countries. The number of people allotted to each municipality is based on the size of the municipality and the labour market in the region.

1.3 Berlin

Refugee and asylum seeker policies (in terms of employment and training) are governed by Federal Authorities, like the **Federal Office for Migration and Refugees (BAMF)**, the **Federal Ministry of Labour and Social Affairs (BMAS)** and the **Federal Employment Agency (BA, PES)** and its **regional and local branch offices**. The local **Jobcentres** also play an important role. They are in charge of counselling, organising training and labour market integration of registered refugees. On Federal State (regional) or city level the **Senate Department for Integration, Labour and Social Services** (amongst other departments) is responsible for Berlins Strategy of refugee`s integration. Moreover, the **State Office for Refugee Affairs Berlin (LAF)** and the **Foreigners Registration Office (FRO)** provide measures and counselling for refugees as well as the 12 Berlin districts. Apart from these institutions many other partners, like the **Social Partners, Chambers, different associations, charities, welfare organisations, employment and training providers, volunteers, housing agencies and grass route initiatives** are involved as partners.

In terms of labour market integration in Berlin, the main actors are the **Federal Employment Agency** (and its regional and 3 local branch offices) under control of legality of the Federal Ministry of Labour and Social Affairs, the **Senate Department for Integration, Labour and Social Services** and the **12 Berlin Jobcentres**. Each Jobcentre is under the joint responsibility of the Federal State of Berlin and the Federal Employment Agency.

1.4 Vienna

On federal level the **Austrian Integration Fund, the Federal Labour Market Service (PES)** and the **Ministry of Education** are the main players of refugee and labour Market integration. On the level of the city of Vienna, the **Labour Market Service Vienna, the Vienna Board of Education, the Municipal Department for Integration and Diversity (MA17), the Vienna Social Fund, the Municipal Department for Urban Planning** and the **Municipal Department for Social Welfare** are involved. Moreover, the **Municipal Department for Housing** and the **WAFF (Viennese Fund for the Advancement of Workers and Employees)** are crucial organisations. A number of non-governmental organisations, like the **“Wiener Volkshochschulen”** (adult education), the **Chamber of Labour Vienna, the Austrian Economic Chambers (WKO), the Caritas Vienna, the Volkshilfe Vienna and the “Evangelische Diakonie”** are active in the area of migration and integration. In addition, there are other relevant actors, including the private sector, as the **Interface Vienna, the Association of Industrialists and the Advice Centre for Migrants**.

At a political level, the regular meeting of the **City Senate including all Executive City Councillors** is the main platform for coordination. The Department for Integration and Diversity is involved in all meetings touching on migration and integration. At the district level, the **District offices of the Department for Migration and Diversity** regularly organise stakeholder meeting with the administration and NGO`s. In

most districts with a high percentage of immigrants, **local offices for urban renewal** (“Gebietsbetreuung”) coordinated by the Department of Urban Planning regularly participating at these meetings.

Coordination and cooperation with the regional and the national level mainly takes place in the framework of **federalist multi-level-governance**.

1.5 Madrid

Up-Date Madrid 2021: In Spain, the **Central Government** is exclusively responsible for matters pertaining to asylum, both in legal regulation and for preparing social policies aimed at those applying for and benefiting from international protection. The Spanish Constitution grants the possibility that competences in matters of social assistance can be transferred to the Autonomous Communities, which is why the consequent collaboration between the administrations is necessary. Madrid City Council manages projects for refugees and asylum seekers in cooperation with Welfare organisations and NGO's, like the association LA RUECA, The Spanish Catholic Commission for Migration (ACCEM), Daughters of Charity of Saint Vincent de Paul, and the Spanish Red Cross Madrid.

Since 2015, the Agency of Employment, undertook a new strategic model based on the integration of all its employment policies. Besides, since 2018, it has reinforced the search for talent through alliances with companies to establish collaboration agreements for the benefit of the most disadvantaged population, among which is the migrant population, refugees and asylum seekers and the integration of the training in the AE services portfolio, to multiply its effectiveness.

With regard to migrant and refugee population, there are Municipal Offices of Information and Guidance for the Integration of the Immigrant Population, a basic instrument to facilitate the social integration of immigrants UP-date Madrid (2021)

1.6 Belgrade

In Serbia, the **Ministry of the Interior** is responsible for the stay of foreigners, citizenship, residence of citizens, illegal migration, asylum and so on. The Ministry contains two relevant organizational units in Border Police Directorate: The **Asylum Office** (first instance for asylum procedure) and the **Department for Foreigners**. Furthermore, the **Ministry of Education, Science and Technological Development** is responsible for supplementary education of children as well as education and social inclusion of minorities and special social groups and prevention of discrimination (amongst other). The **Ministry of Health** is in charge of preparation and implementation of international compulsory social security arrangements and health care for foreigners. The **Ministry of Labour, Employment, Veteran and Social Affairs** is – amongst other - responsible for implementation of anti-discrimination policy, provision of social protection systems, employment in the country and abroad, monitoring the labour market, promotion and encouragement for employment, employment of persons with disabilities and other persons with difficulties in employment, active and passive employment policies, social employment and social entrepreneurship. The **Labour Inspectorate**, as a body within this Ministry, performs inspection tasks in the field of labour relations and occupational safety and health. The **Commissariat for Refugees and Migration** performs professional and other tasks related to care and integration for refugees and asylum seekers.

The **National Employment Service** is responsible for issuing work permits, keeping records of unemployed persons, mediation between the unemployed and the employers, providing counselling, training and re-training programs for specific occupations and so on.

The **Commissariat for Refugees and Migration** take care of the placement and integration of persons who have been recognised as having the right to asylum or subsidiary protection and provides short-term reception for refugees who just pass through Serbia. It also manages asylum centres.

At the local level, the **Commissioner for Refugees** is an important person in charge of addressing problems of caring for and meeting the general needs of refugees and displaced persons. The **Migration Council** (focus on Belgrade) consists of Representatives of the executive body of the local self-government unit (Centre for Social Work, Police Department, Employment Service, Municipal administration).

The **Office for Human and Minority Rights** performs professional tasks for the needs of the Government related to protection and promotion of human and minority rights.

A further body involved is the **Government's Anti-Trafficking Council**. Prior to applying for asylum, a **Social Welfare Centre**, as guardianship authority, appoints a guardian to unaccompanied asylum seekers and other groups.

1.7 Summary

It is not surprising, that various institutions and organisations on the different levels are involved in the labour market and social integration policies of refugees and asylum seekers. We can assume that even not all of them have been mentioned in the city reports (apart from Berlin, Vienna and Belgrade: it seems they have listed nearly all players). It is striking that the European Union is hardly mentioned as a partner. We can assume, however, that the European Union nevertheless has great influence, especially when it comes to co-financing of programmes of the partnerships. In all partnerships the Public Employment Service (PES), the Federal or National Ministries and different departments on the municipality level are involved. On local level, the municipalities coordinate a high number of different institutions and departments and simultaneously they receive instructions from institutions of the higher levels. Furthermore, they cooperate with third party institutions like chambers, private organisations, foundations, welfare organisations, NGO`s and grass-route organisations or the civil society, volunteer organisations and volunteers.

2. Which are the strengths, the weaknesses, the challenges and opportunities of these partnership models?

2.1 Strengths

2.1.1 Milan

With the SPRAR programme in Italy we can find a bottom-up approach. The SPRAR programme started by non-for-profit associations in the late 90s. The primary network created was lately supported by the UNHCR and has been supported by the Italian Government since 2002 when it became a National programme. By August 2016 it was transformed into a permanent programme. It is run voluntarily by Municipalities that apply to the National Programme. It is strongly coordinated through ANCI (Italian National Municipalities Association). The Municipality assigns local projects by co-designing with community engaged organizations (“Enti Gestori”) selected on clear and transparent criteria. This bottom-up approach is based on quality principles, and it is the most efficient of the different refugee’s and asylum seeker programmes in Italy. Milan, through its Welfare Plan, offers an integrated service system that covers migrant’s complementary needs.

2.1.2 Stockholm

In Stockholm, a sound structure and a clear division of tasks between the Municipality, the Public Employment Service, the City Council and the County Board can be assessed as a strength. Furthermore, efforts have been made (new law in 2016) to make the reception of newcomers more equal and spread out through the country. Since then, all municipalities have been obliged to receive newcomers (this was voluntarily up until then). This has increased the responsibility for newcomers to all municipalities in the country, i.e. the reception of newcomers is a shared responsibility for the whole of Sweden. A more evenly shared reception is also important for combating social and ethnic housing segregation. Effective reception at municipal level is crucial for the establishment of newcomers: it is in the municipalities that people live and work.

A very important aspect of successful introduction is collaboration between authorities. When the PES and the municipality work together it is easier to create effective activities for the newcomers that link into each other and to avoid the duplication of activities and mapping.

2.1.3 Berlin

In Germany and Berlin too, the cooperation between the Federal Employment Agency and the regional state ministries, in particular the respective Department of Integration, Labour and Social Services, is a crucial element for successful integration of refugees and asylum seekers. Furthermore, the fast integration of refugees into the labour market depends on the close cooperation with the Jobcentres, the districts, the social partners, the companies, the chambers, the welfare organisations and the (publicly subsidised) employment and training providers. For that purpose, a number of coordinative working groups have been launched and established and meet on a regular basis. This kind of cooperation between the different partners has been quite successful so far as a relatively big number of refugees has been placed into work, much more, than expected at the beginning of the big influx in 2015/ 2016. Like in Stockholm we find a relatively clear division of tasks: The mainstream measures for integration are implemented by the Jobcentres (in the frame of Social Code II). This applies for persons with refugee status. Asylum seekers and persons whose demand for asylum was rejected but who cannot return to their country of origin (“Duldung”) are support mainly by municipal structures. The Berlin Senate backs up these activities with its own instruments along language, training, employment support and outreach measures. In addition, a strength of the Berlin strategy is the 20-year-old local partnership model “District Pacts for Economy and Employment” (BBWA) which has been launched and then developed since 1999 in each of the 12 Berlin districts. These pacts stand for the local dimension of the European Employment Strategy and are co-financed by the ESF and the ERDF. They offer many services and measures, also for refugees. Their strength is that they are working close to the ground, in the neighbourhoods, enabling – amongst other - access to those refugees who cannot be reached by the mainstream institutions.

2.1.4 Vienna

In Vienna`s context research one of the strength is that the National level provides a provision of equal standards in all Austrian Federal Provinces. At the National and City level accommodation for people with special needs has been provided. A good organisation and sound division of tasks between the different actors ensures fast-track integration for all those persons benefiting from protection and particularly for women. Coordination and cooperation with the national level mainly takes place in the framework of federalist multi-level governance. Especially, social policy issues like e.g. the provision of social assistance payments or the distribution of refugees in Austria are discussed in negotiation procedures between the federal government and the provincial governments leading to specific state treaties, the “§ 15 agreements”. As integration policies fall both into the realm of the federal and the provincial governments, the City of Vienna has a room for manoeuvre for policy development. Cooperation with the federal government mainly concerns access to federal funding and European funding administered by federal authorities. Starting in 2015, new or intensified forms of co-operations developed between different stakeholders in Vienna which are still in place. Vienna tries – together with other provinces in Austria and by the social partners in Austria – to bring about changes in the national government`s decision, not to open the labour market for asylum seekers.

2.1.5 Madrid

One of the strong points in Spain and especially in Madrid, is the “Refugee Towns Platform” Network, containing Madrid and other 20 large and small Spanish municipalities, which were open to receiving refugees. Regarding the municipalities, they hold autonomy and competence over certain services and local policies which may benefit the reception of refugees and migrants in general. The “Refugee Towns Platform” believes in real inclusion of refugees over the long term through different labour market and employment-oriented measures, counselling, training, outreach. The different municipal stakeholders are involved throughout the whole process. Through local governments, this Network also attempts to put pressure on the Central Government to fulfil its responsibilities in the area of refugee and asylum seekers policies. In Madrid, all institutions involved (see under 1.5) have a mission to contribute to the integration of persons excluded for several reasons of work, like age, gender, ethnicity or any other personal circumstances. These institutions work in compliance with the three basic principles: universal care, active integration and intercultural coexistence.

Up-Date Madrid 2021: One of the strong points in Madrid is the associative fabric, which manages integration programs with municipal funds, offering a range of resources for the most vulnerable group of people. Likewise, another of the strengths is the incipient collaboration since 2020 between, regional and local administrations in matters of employment and social integration issues.

A further strong point is, that the Agency of Employment has renewed and developed its strategy and organisation since 2015 towards a comprehensive strategy and has consolidated its competency management model. The Agency for Employment is a strong key stakeholder to help refugees join in the labour market. It should be noted as further strong point the reinforcement of the search for talent by the Agencia para el Empleo, through alliances with companies to establish collaboration agreements for the benefit of the most disadvantaged population, among which is the migrant population, refugees and asylum seekers and the integration of the training in the AE services portfolio, to multiply its effectiveness.

2.1.6 Belgrade

Serbia provides a strong institutional framework with a dense cooperation between the different National Ministries and other institutions involved in refugee and asylum seekers policies. Furthermore, they systematically study and address enterprises under the employment-of-refugees aspect. The different state organisations are organised strictly along the four processes of arrival (Department for Foreigners, Police Departments, Social Welfare Centre), permit to stay (Asylum Office, Asylum Commission, Administrative Court), settlement (Commissariat for Refugees and Migration, Social Welfare Centre) and integration (Ministry of Labour, Employment, Veteran`s and Social Affairs, other Ministries, the National Employment Service and the Civil Society). To establish maximum coordination of responsible government bodies in the field of migration, state and local authorities` employees must be specially educated and trained in access to migrant population in order to provide them necessary assistance in all relevant fields. Local authorities are key actors in formulating programmes that respond to the needs of migrants and asylum seekers and can be sustainable in the long term. Therefore, it is necessary to support development of local action plans for employment, programmes and measures for migrant population considering labour market demand.

2.1.7 Summary of the strengths of partnerships

According to the context researches of our different cities, partnerships are characterized by the following features:

a) Horizontal Partnerships on municipality or city level

- It is in the municipalities that people live and work. The municipalities should have the leading role in coordinating strategies and creating good practice.
- A network of the municipalities and an exchange between them is useful.
- Favourable is an integrated service on local (city) level that covers migrant`s complementary needs.
- The municipalities hold autonomy and competence over certain services and local policies which may benefit the reception of refugees and migrants in general.
- Local pacts on a district level enable a work close to the ground, in the neighbourhoods, and access to refugees and asylum seekers that cannot be reached by the mainstream institutions.
- Local authorities are key actors in formulating programmes that respond to the needs of migrants and asylum seekers and can be sustainable in the long term. Therefore, it is necessary to support development of local action plans for employment for migrant population considering labour market demands.
- All involved partners should have a mission to contribute to the integration of persons excluded for several reasons in compliance with basic principles like universal care, active integration and intercultural coexistence.
- A very important aspect of successful integration of refugees into the labour market is a good collaboration between the different involved authorities. In particular, the Public Employment Service (PES) and the different departments of the Municipality should work close together. Then it is easier to create effective activities for the newcomers that link into each other and to avoid the duplication of activities and mapping.

b) Vertical partnerships with the national level – co-operation forms

- Partnerships that have been set up on a bottom-up approach are more sustainable, effective and efficient than top-down partnerships prescribed by the higher level.
- This is consistent with the statement, that they should be established on a voluntary basis.
- A sound structure and a clear division of tasks within and between the different levels (national, regional, local) are necessary.
- Partnerships should work along clear and transparent criteria, based on quality principles.
- It might be important to make the reception of newcomers more equal and spread out through the country. All municipalities should be obliged to receive newcomers because the reception of newcomers is a shared responsibility for the whole country and all municipalities in a country.
- A more evenly shared reception is also important for combating social and ethnic housing segregation.
- Negotiations between the national level and the regional or city level can lead to specific treaties as integration policies fall both into the realm of the federal and the regional or city level. This allows freedoms to be negotiated or established for the local level.

- Organise partnerships and cooperation between different institutions along the four processes arrival, permit to stay, settlement and integration.
- The local or city level can bring changes in national government`s decisions when the cities (or regions) work close together and organize themselves in networks. Such networks can also attempt to make pressure on the central government to fulfil its responsibilities in the area of refugee and asylum seekers policy.
- Cooperation with the federal government mainly concerns access to federal funding and European funding administered by federal authorities.

Note: This is not the case from the point of view of Berlin: Berlin states, that the cooperation with the federal government also aims to a large extent at harmonising the activities of federal and municipal institutions.

2.2 Weaknesses

2.2.1 Milan

The CAS (Emergency Reception centres) based on a mandatory, top-down approach from the National level, awarding bidders from the private sector with the cheapest price, according to only quantitative standards with economic and technical evaluation criteria, led to a poor performance. One of the main problems in the SPRAR reception system is the lack of continuity of services. When the programme ends, migrants aren't provided with support services anymore. Moreover, there is a lack of proper case management models available to develop individual programmes.

2.2.2 Stockholm

The introduction system needs to be more effective. The aim should be to enable newly arrived women and men to go on to work or study within two years. [...] The Government wants to align regulations concerning the introduction system with the labour market policy regulatory framework in general.

Up-Date Stockholm 2021: In the meantime (in the lifetime of the FAB project) the PES has been reorganized. This had the impact that services has been relocated to be mainly online and the local services has been withdrawn from some municipalities. This has affected the partnerships between municipalities and the PES (up-Date Stockholm).

2.2.3 Berlin

Due to the enormous influx of asylum seekers in 2015 and 2016 (almost 80 thousand people found their way to the German capital and well over 50 thousand were registered and accommodated in Berlin) local services were partly overloaded. There is still a lot to do for a coordinated and sound cooperation between the different institutions and other actors.

2.2.4 Vienna

The national policies (2015/ 2016) did not want to open the labour market for asylum seekers. National funding for integration measures had been cut down. Language and vocational training had been not available to an extend the city of Vienna believes it necessary. The city could not cope with it financially. There had been a lack of coordination and cooperation between the local (city) level and the national government.

2.2.5 Madrid

In Spain, the Central government is exclusively responsible for matters pertaining to asylum.

Up-Date Madrid 2021: The Spanish constitution grants exclusive competency the Central Government for matters of “nationality, immigration, emigration, foreign residence and asylum rights” (context research Madrid). There is a need to identify the competencies of the different state, regional and municipal authorities on a regulatory basis, in order to allow for effective planning of the necessary services. In 2018, the European Commission asked Spain to design a new strategy and a Plan of coherent actions for the integration of migrants and refugees in the country (amongst other: lack of integration indicators, lack of assessment of the policies being carried out). One of the most relevant issues for better integration of refugees is to achieve greater autonomy in the medium term. The Agency for Employment in Madrid complains about the State Public Employment Service with its inflexible procedures and administrative obstacles in refugee`s policies.

In July 2019, municipal elections took place in Spain, thus a new municipal government team was constituted. The department responsible of Migrations was renamed as “Family, Equality and Social Welfare Government Area”, which is also responsible for family and childhood; social services; care for the elderly; education and youth, promotion of equality; gender violence; diversity; emergency social care; SAMUR social and volunteering. Some issues have changed such as the following related to strengths and weakness or the new collaboration between regional and local administrations, both led by the same political party.

Weaknesses, up-date Madrid: Regarding the weak points in Madrid, one of the difficulties is that nationality, immigration and asylum are powers of the central state, and that leaves local administrations limiting their actions to a more social level. This limitation of competence should lead to strengthening collaboration between administrations to achieve more effective actions for the group.

2.2.6 Belgrade

To consider major migration challenges that local communities face, local capacity improvement must be encouraged, operational measures and activities created on local level have to be more supported by the National Level.

2.2.7 Summary of weaknesses of the partnerships

The weak points of partnerships, as mentioned in the context researches, are predominantly caused by a lack of cooperation or (financial) support of the central or national level and by centralized top-down structures not taking in account the real needs how the cities see them:

- Centralized, mandatory, top-down policy approaches from the national level that do not consider the needs of the local (city) level and the real situation of refugees are counterproductive.
- Lack of continuity of services: When supporting programmes or projects are terminated, , sometimes migrants aren't provided with support services anymore.
- Lack of proper case management models available to develop individual programmes.
- Local services sometimes are overloaded when too many refugees arrive.
- Due to (centralized) legal regulations asylum seekers cannot enter the labour market.
- There is a need to identify the competencies of the different state, regional and municipal authorities on a regulatory basis, in order to allow for effective planning of the necessary services.
- Greater autonomy for the regions and cities is needed.
- Lack of coordination and cooperation between the local (city) level and the national government.
- Inflexible procedures and administrative hurdles hinder a good local refugee policy.
- Local capacity improvement must be encouraged, operational measures and activities created on local level should be better supported by the national level.

2.3 What can we learn from these practices for a European Partnership Model?

Recommendations for a European Partnership-Model

The recommendations of the different cities can be distinguished in those aiming at strategic improvements on the one hand (giving the regions and cities more autonomy) and operational agreements on the other hand (providing hints and offering experiences how local partnerships can better work together).

2.3.1 Summary of the recommendations of the context researches

a) Strategic recommendations

- Redefine the model: move from a centralised to a more decentralised model (**dissenting opinion Berlin, see below**)
- Differ between the competencies of the Central Government (like, definition of the refugee status, policies on admission of foreign nationals etc.) and the competences of regional and local authorities related to the integration of refugees (like, education, health, social services, employment).
- Develop a more dynamic and participative coordination model, structured and planned for the future, combining efforts and resources.
- Develop a fluid and direct communication between the Central Administration, Autonomous Communities and Local Authorities (on programmes, plans concerning the reception and integration of refugees)
- Make an effort to strengthen the network of local actors and to use all pre-existing instruments for active and passive employment policies in an integrated way.
- Involve the different municipal stakeholders throughout the whole process (not only the local authorities, but also the chambers, the social partners, the third sector organisations and the civil society).
- Make the reception of newcomers more equal and spread out through the country, because the reception of newcomers is a shared responsibility for the whole of the country.
- Set up networks of municipalities in order to exchange good practice and to organise a common “voice” that is better heard by the higher levels.
- Implement the leading role of the municipality in coordinating strategies and good practices aiming at deeper linguistic and scholastic integration.
- Provide a good coordination and cooperation with all organizations involved (public and private).
- Design and conclude guidelines on city level for integration and diversity policies which define participation, inclusion, mutual respect as cornerstones of successful diverse city societies.
- Include the civil society, their part in integration is invaluable.

b) Operational recommendations

- Establish coordinative working groups between the involved Municipality Departments (instead of working in pillars) that meet and exchange on a regular basis.
- Build a sense of community in order to let refugees feel at home in the city.
- Educate and train the employees (officials, civil servants) in the different public authorities in access to migrant population in order to provide them necessary assistance in all relevant fields.
- In particular, organize a good cooperation between the Public Employment Service (Employment Agency) and the Municipality.

Dissenting opinion Madrid: In Spain/ Madrid this sentence has become obsolete given the new collaboration in matters of employment between regional and local administrations.

- Create a cohesive chain of activities and information for the newcomer by successful cooperation of the involved authorities.
- Set-up or use local pacts for those refugees and asylum seekers that cannot be reached by mainstream institutions.
- Use civil society and the own resources of refugees to blueprint programmes and to put them in real life.
- Establish information centres in key institutions which are in contact with refugees.
- Strengthen outreach work from local authorities and NGO`s.
- Establish a system of integration indicators (access to data, minimum standards of integration).
- Develop local action plans for employment and integration of refugees.

STRENGTHS

- It is in the municipalities that people live and work.
- A network of the municipalities and an exchange between them is useful.
- Integrated service on local (city) level that covers migrant`s complementary needs.
- Local pacts on a district level enable a work close to the ground and access to refugees and asylum seekers that cannot be reached by the mainstream institutions.
- Development of local action plans for employment
- All involved partners should have a mission towards refugee integration.
- good collaboration between the different involved authorities (in particular, the Public

WEAKNESSES

- Centralized, mandatory, top-down policy approaches from the national level that do not consider the needs of the local (city) level and the real situation of refugees are counterproductive.
- Lack of continuity of services: When the programme ends, migrants aren`t provided with support services anymore.
- Lack of proper case management models available to develop individual programmes.
- Local services sometimes are overloaded when too many refugees arrive.
- Due to (centralized) legal regulations asylum seekers cannot enter the labour market.
- There is a need to identify the competencies of the different state, regional and municipal authorities on a regulatory basis, in order to

Employment Service (PES) and the Municipality)

- Partnerships that have been set up on a bottom-up approach are more sustainable, effective and efficient.
- Sound structure and a clear division of tasks
- Partnerships should work along clear and transparent criteria, based on quality principles.
- reception of newcomers more equal and spread out through the country.
- specific treaties between the federal (national) and the regional or city level
- Organise partnerships along the four processes arrival, permit to stay, settlement and integration.
- European funding dedicated to the cities and administered by federal authorities.

allow for effective planning of the necessary services.

- Greater autonomy for the regions and cities is needed.
- Lack of coordination and cooperation between the local (city) level and the national government.
- Inflexible procedures and administrative hurdles hinder a proper and sound local refugee policy.
- Local capacity improvement must be encouraged, operational measures and activities created on local level should be better supported by the national level.

RECOMMENDATIONS

Strategic recommendations

- Redefine the model: move from a centralised to a more decentralised model and differ between the competences of the different levels.

Dissenting Opinion Berlin (up-date): Decentralisation has some good aspects, but also centralised regulations are necessary. For instance, they guarantee common standards in all regions/ Federal States and can be more efficient.

- Develop a fluid and direct communication with the Central Government.
- Develop a more dynamic and participative coordination model (horizontal and vertical)
- **Be aware of the great division between those who are already recognised and those who have been rejected and have no permission to work. (It is frustrating for municipalities that they are not allowed to include refugees without a permit in the services) (up-date Stockholm)**
- Involve the different municipal stakeholders throughout the whole process/ provide good coordination between all partners.
- Make the reception of newcomers more equal and spread out through the country.
- Set up networks of municipalities in order to exchange good practice and to organise a common “voice”.
- Design and conclude guidelines on city level for integration and diversity policies.
- Include the civil society, their part in integration is invaluable.

- The civil society is needed “to fill the gaps” and should be also included in planning and funding (up-date Stockholm).

Operational recommendations

- Establish coordinative working groups between the involved Municipality Departments (instead of working in pillars) that meet and exchange on a regular basis.
- Build a sense of community in order to let refugees feel at home in the city.
- Educate and train the employees (officials, civil servants) in the different public authorities in access to migrant population in order to provide them necessary assistance in all relevant fields.
- In particular, organize a good cooperation between the Public Employment Service (Employment Agency) and the Municipality.

Dissenting opinion Madrid: This has become obsolete given the new collaboration in matters of employment between regional and local administrations (up-date Madrid)

- Create a cohesive chain of activities and information for the newcomer by successful cooperation of the involved authorities.
- Set-up or use local pacts for those refugees and asylum seekers that cannot be reached by mainstream institutions.
- Use civil society and the own resources of refugees to blueprint programmes and to put them in real life.
- Establish information centres in key institutions which are in contact with refugees.
- Strengthen outreach work form local authorities and NGO`s.
- Establish a system of integration indicators (access to data, minimum standards of integration).
- Develop local action plans for employment and integration of refugees

3. What kind of intervention models have been set up in the different cities (on different levels)? What are their main features?

In the following we analyse the intervention models as found in the context research. The research of our partner cities offer a broad variety of numerous interventions, in terms of welcome or first aid services, information, counselling and language courses, labour market integration measures and approaches in close cooperation with companies. The legal (national) framework and the relations between the national, regional and local or city level build the background for designing and implementing of those interventions.

For the purpose of this document, it was necessary to focus on selected measures and we concentrate in the following on the one hand on the general approaches and connected measures and on the second hand on those interventions which have been offered as “good practice examples.”

3.1 Milan

In Milan, The **CPSA** - first aid and reception centres, are the first address for arriving refugees. The **CARA** - reception centres for identification and screening between applicants and non- applicants, also play an important role as well as the **CDA** – the short-term accommodation centres.

The **Provincial Centre for Adult Education** (DPIA) offers training mainly on three areas:

- language and social integration for foreigners (Italian L2);
- courses designed to achieve the first cycle of education (middle school);
- functional literacy courses (courses in foreign languages and basic computer science).

CELAV, the service for unaccompanied minors, implemented in 2013-14 the project **SAFE** - Scouting for Agriculture Forward Employment thanks to the European Fund for the Integration of Third-Country Nationals, in collaboration with Consorzio Farsi Prossimo and with the main Farmers Organizations. The project tested the potential of the Agrifood sector for the employment of third-country nationals between 19 and 35 years, who arrived from less than 4 years previously that have experienced difficulties in finding employment in other sectors.

CELAV took part in **LABOUR - INT** a two years project (2017-18) aiming to build a fully-fledged labour inclusion package for refugees and asylum seekers in Milan in the tourism and tertiary sector. It leverages on businesses, chambers of industry and commerce, trade unions and migrant associations, promoting a multi-layered integration path, from arrival to the workplace, passing through education, training and job placement. A guideline for project implementation is expected by the end of 2018.

Dote Unica Lavoro is a regional programme of Lombardy Region offering opportunities to different groups of unemployed to participate in free personalized training. They aim to:

- find a job
- qualify through training courses for professional retraining
- develop ideas to undertake income generating activities

Borsa lavoro (work grant) is a convention between Municipality of Milan and companies to carry out an extra-curricular internship experience for unemployed. Beneficiaries are provided with an orientation course and a competences portfolio. It is supported by tutors from both Celav and Companies. The internship lasts a maximum of 12 months or 24 months for disabled. The internship is totally paid by Municipality of Milan (300 – 500 euros per month) as well as the insurance fees. Borsa Lavoro is widely used for refugees (425 in the last two years), unaccompanied minors (300 in the last two years) or long-term unemployed migrants. Borsa Lavoro has recently been used in the project P.A.N.E. in which 16 SPRAR refugees, aged between 18 and 25, partook in the first training course for bakers and coffee shop operators. Before the internship they received 120 hours of training of which 60 were theory and 60 learning by doing. This project was made possible through an agreement between Municipality of Milan and Fondazione Adecco, in collaboration with Società Umanitaria.

P.A.N.E. Affirmative actions such as P.A.N.E, on a few occasions were argued against as if it created a positive discrimination against Italian citizens. In this sense private public partnerships make affirmative approaches less critical. Of course, the key factor is the involvement of companies to host beneficiaries' employment journey.

Foundation Terre des Homme The Foundation Terre des Hommes Italy has launched the project “Borse Lavoro per l’inclusione sociale di giovani migranti” (*Work Grants for the social inclusion of young migrants*) funded by the bank Intesa San Paolo. The programme is open to migrants between the ages of 17 and 30 and asylum seekers in the Milan metropolitan area. The training courses will be organized by the Department of Urban Economics and Employment of the Municipality of Milan.

Baker McKenzie – Refugee Integration Programme There are also growing examples of business and citizens initiatives. The legal firm Baker McKenzie, driven by one of their associates, started a pro-bono activity that lately become a permanent *Refugee Integration Programme*. The firm involved the social cooperative Farsi Prossimo, a professor from Milan University and the UNHCR in order to create a virtuous circle. Of course, the biggest point was the easy interaction with companies, starting from the long list of the firm clients.

ME4Change – Migrants Empowerments for Change X23, a private research centre and business support organization, together with five European partners started the project ME4Change - *Migrants Empowerments for Change*. The programme targets young migrant entrepreneurs – the Migrapreneurs – (18-34 years of age), in particular those newly arriving to the EU and having been legally staying in EU and hosting countries for at least a year.

SINGA Italia is the headquarters of the network which also includes France, Switzerland, Germany, Belgium, Quebec, Morocco and the United Kingdom. Its “Projects Community” aims to accompany the refugees in their professional projects but also in a broader way to accompany them to create an

ecosystem favourable to the development of these projects, in order to encourage the living together and the creation of wellness.

The Association IRENE together with partners from Greece, Germany, Italy, UK, Lithuania and Turkey developed New Chance, New Life to develop social entrepreneurship skills and competences in unemployed migrants and refugees. The ultimate goal is creating beneficiary's social business in the fields of recycling and re-use – one of the fast growing business sectors in EU. Entrepreneurship potential in refugees is often more difficult to assess compared to other groups of migrants that are more aware of the Italian socio-economic situation. The cultural distance, the psychological conditions, the gaps in education and job skills are important factors when approaching refugees with entrepreneurial potential. Their resilience and adaptability can partially fill those gaps.

AFOL Metropolitana - Skills Development and Vocational Training aims at tackling unemployment, improving the quality of employment, promoting human capital and supporting local development.

The strategy to achieve this is the integration of:

- VET
- Orientation
- Job placement

The main training areas are

- Citizenship education and training
- Lifelong learning
- Higher education and specialization

This all aims at increasing access to the labour market, implementing professional skills especially of the weaker groups. AFOL works closely with companies, research centres, universities, schools and other training institutions in the attempts to click with job market requirements. The courses cover different subjects and thematic areas and are carried out at various locations that have become specialized over time: visual communication, photography, fashion, aesthetics, hairdressing, information technology, media technologies and languages, tourism and business services. AFOL Metropolitana has not developed a specific training method targeting migrants yet, but its competence in vocational training and certification of skills can be an asset in the development of tailored services for migrants.

Milan's Examples of Good Practice

1. By **SPRAR** (Protections Systems for Asylum Seekers and Refugees) concrete projects are funded. The SPRAR-program offers initial support for newcomers the first six Months. Municipality assigns local projects by co-designing with community engaged organizations (Enti gestori) selected on clear and transparent criteria; the project budget is consequent to a detailed project description.
2. One measure is to offer **reception in families (accoglienza in famiglia)**. Local families are supported in receiving newcomers and in creating social inclusion: The City of Milan is experimenting, in agreement with the SPRAR Central Service, this new option by placing 10 refugees in 10 families living in Milan. This is meant to accelerate beneficiaries' social inclusion, create a sound environment for their education and autonomy and integration in local communities.

3.2 Stockholm

Fast Track Integration In the recent years “fast tracks” have been developed, that means that language studies are being combined with vocational training. The fast tracks aim to offer internship, language training and education in a coherent process and the goal is to shorten the time from arrival to work, making sure that the newcomers are matched to the right jobs and ensure the provision of skills to the industries in which there is labour shortage.

Information and Counselling Services

The PES (Public Employment Service) is responsible for the 24 months long introduction programme. Activities in the program include SFI – Swedish for immigrants and Civic orientation, as well as work preparatory activities (e.g. internship and validation of education and professional experience) according to the newcomer’s situation, background and needs.

Internships may be part of the newcomer’s introduction program of the PES. After 24 months, it may also be offered by the municipality through the Job Centre.

Both the municipality and the PES offer vocational training.

Swedish for Immigrants (SFI) is in the responsibility of the municipality. SFI is normally included in the newcomers’ establishment plan. The course is individual, and the studies are planned based on each and every one's prerequisites. Each student makes a survey that forms the basis for his / her own study plan. There is an opportunity to study SFI on a full-time or part-time basis. The studies can be combined with work, internship, other studies and / or preparatory work. There is also SFI with a focus on different professions, for example for doctors, teachers, engineers, economists, truck drivers and more. Each course contains national tests.

Vocational training - the vocational programs at the Labour Market Administration are primarily for those who lack a degree / final grade from upper secondary school. But those who already have a grade from upper secondary school or maybe higher education are welcome to seek and might be accepted if there are still spaces left. The student can combine single courses that suit your interests and needs or choose a complete course package that usually lasts 1-3 semesters.

Vocational College - post-secondary education in 1-2 years. The programs are developed in consultation with employers and a large part of the education takes place in the workplaces.

Apprenticeship programs - apprenticeship programs are offered within professional areas where labour is needed, and therefore it is easier to get jobs. The goal is for the student to get a job after finished education. Most programs are 1-4 terms long. Apprenticeship programs are primarily aimed at those who do not have a high school or final grade from upper secondary school, who want to study a vocational education at a workplace.

[Stockholm`s Examples of Good Practice](#)

1. **YFI – Labour market administration** The EU-funded project YFI offers vocational training for immigrants with integrated language education, to increase the capacity of adult education in the City of Stockholm to effectively integrate language and vocational training in an educational programme for low educated adult immigrants, in order to speed up their attainment of a relevant language and vocational competence. YFI offers education and training for occupations such as assistant nurse, construction and chef. The target group is adult immigrants with short school background – from 6 years in comprehensive school up to early stages of upper secondary school. Some also have limited learning skills. The project offers an introduction course of Swedish language combined with specific focus on professional vocabulary. After 5-6 months, the student will attend a vocational training school – where the language teacher work closely with the vocational teacher.

2. **SFX** offer intense language studies combined with vocational classes for newly ar - rived professionals in Stockholm. The programme started in 2001 after identified need for custom SFI courses for professionals. New courses have been added over time, many which have been started with EU-funding, and then have been implemented. The programme is eligible for students in the County of Stockholm through an agreement between the 26 municipalities in the Stockholm region. This enhances the demand for each and every course since the number of students in the area give the possibility to offer a wide range of courses. Approximately 1.500 students enrol every year to SFX. The programme includes intense language studies combined with vocational classes or other activities to orient students in the right work field.

Several courses admit students from day one on arrival in Stockholm, but for the academics, the vocational SFX require basic course in Swedish before starting the course. There is an assessment of previous qualifications for admission to the courses. An important factor to the courses is that it cultivates the professional identity amongst the students, and of course gain skills for employment. The courses are executed in cooperation with employers, the PES, trade unions and any other significant actor in the specific field. There is currently eleven different SFX courses for different professions.

SFX for academic professions include:

- Swedish for Engineers
- Swedish for Medical Professions
- Swedish for Educationalists/Teachers
- Swedish for Economists, Lawyers and Social scientists
- Swedish for Programmers

SFX for non-academic professions include: 21 (22)

- Swedish for Bus drivers,
- Swedish for Lorry drivers
- Swedish for Craftsmen
- Swedish for Entrepreneurs
- Swedish for Bakers
- Swedish for Roofers

3. **Duo Stockholm** is the result of a development of an internal project where the gain of a collaboration with civic society was very clear. In 2015 a Civil Society Public Partnership was signed with

an NGO in order to carry out the program in a broader scale. The concept is to match newcomers and established people in Stockholm with the goal of mutual learnings. The match is based on common interests, family situation or occupational background. To make sure that each match is made with quality, every participant take part in an informational meeting and is interviewed by staff or a volunteer. The matched couple is supposed to meet regularly for 6 months, which after they may say good-bye – or chose to continue to meet as friends. Every month, group activities free of charge is offered, to encourage the couples to meet and to explore different venues in Stockholm together. Many museums, sport clubs etc. offer activities free of charge since they also want to contribute to a more inclusive city. The results are positive; more than 1100 people have been matched together since the start in May 2015. Newcomers state in follow up surveys that they feel that their Swedish have improved due to their participation in Duo Stockholm. Established people state that they not only feel that they can contribute to the integration in the society, but they also gain new knowledge and a new friend.

3.3 Berlin

Welcome-to-work-offices – The ‚welcome-to-work-offices‘ in Lichtenberg and Spandau (so called ‚WiA-Büros‘) are first contact points for refugees and immigrants in regards to questions on education topics and professions. The counselling is multilingual and free of charge. The consultants of the offices identify qualifications and skills, give guidance regarding matters of education or labour market, and advise refugees and immigrants on suitable educational or employment programmes or services (up-date Berlin 2020).

The **Welcome Centre Berlin** is a first contact point for many newcomers newcomers to Berlin. They provide initial guidance to people arriving in Berlin and offer advice on residence, social and legal matters and accessing the labour market, as well as information about education and training opportunities. They work with a wide range of partners that complement their advisory services and are available during the opening hours of the centre. The Welcome Centre Berlin is staffed by a permanent team of advisors, who are supported by language interpreters.

Until 2019 the Berlin project **Point** (Goldnetz) offered labour market integration measures for refugee women who came alone or with their children. This project was funded by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth.

Mobile Education Counselling (MoBiBe) Mobile counsellors offer advice on further and vocational/ academic education and related issues such as German language courses, additional qualifications, recognition of degrees and certificates, job search and application writing/ strategies, work and internships in Germany generally, and in Berlin particularly. The in total 34 counsellors consider qualifications and skills, guide towards possible education opportunities and make suitable individual proposals.

For (registered) refugees **Berlin`s Jobcentres and the Senate administration** offer mixed (together with German residents) or special programmes (only for refugees or asylum seekers) for activation and preparation for the labour market as well as fast track integration measures into the labour market, such as language courses, profession-oriented language courses, intercultural courses, consulting and placement activities, co-operation with employers.

Integration course (BAMF - Federal Agency of Migration and Refugees): asylum seekers coming from countries with high recognition rates (share of positive decisions is more than 50 %, this is the case for Syria, Eritrea), asylum seekers and tolerated persons who entered Germany before 1 August 2019 as well as recognised refugees usually enrol in an integration course (‘Integrationskurs’). The courses are offered by the Federal Agency of Migration and Refugees and consist of 600 teaching units of language training and 100 teaching units of civic orientation. The course can be extended to 1000 teaching units. Participation is mandatory for all migrants with residence permit – including persons with refugee status – and little or no knowledge of German (less than B1 level).

The Berlin Senate implemented its own language course programme provided by the **Volkshochschulen** (adult education centres), consisting of free courses from A1 to B1 levels. **Hence, the Berlin Senate intends to provide language education for refugees who have no access to integration courses provided by the Federal Agency of Migration and Refugees (see above), especially newly arrived asylum seekers as well as migrants whose asylum demand was rejected (up-date Berlin 2020).**

Several programmes have been implemented that link language acquisition with training, qualification and work (e.g. **“Qualifizierung vor Beschäftigung”** (QvB), “KomBer”). This is based on the experience that language acquisition is much more effective when applied in practice. Furthermore, participants can learn specific specialist terms they need for their profession.

Berlin city authorities and the local Chamber of Handicrafts (‘Handwerkskammer’) launched the **ARRIVO** project in 2014 to improve the labour market integration prospects of refugee residents and to address severe labour shortages in local businesses. The project offers a combination of workshops on local employment standards and ethics, short vocational and language training modules, internships and on-the-job skills assessments to refugees with basic German language proficiency. ARRIVO Berlin consists of various sub-projects: they offer workshops for refugees in the fields of handicrafts, health, hospitality, construction and industry. Additionally, the ARRIVO service office provides companies with information about the employment of refugees. Special courses are offered for female refugees where they can try out various craft trades (for example gardening, hairdressing, sewing, carpentry etc.) and the health sector such as carer for the elderly or nurse. In addition:

- German courses for the proficiency of general and professional vocabulary,
- Advisory elements about the German apprenticeship system and opportunities in the Berlin job market,
- Guided visits of Berlin-based companies,
- Courses on how to write/ expand a CV for job Interview

In addition, the Berlin **‘Local Pacts for Economy and Employment’** (one in each of the 12 districts) offer a lot of projects for refugees co-funded by ESF or ERDF. They are implementing two different instruments:

- the Local Social Capital Programme (LSK, micro-projects up to 10.000 EUR)
- the Perspective, Development and Employment Programme (PEB, projects up to 500.000 EUR).

The numerous projects within these two programmes offer employment and social integration opportunities also for refugees. Their strength is that they work locally and have good access to the refugees in the different Berlin districts.

Berlin`s Examples of good practice

1. **Neighbourhood Mums (or District Mothers)** Since many years, the *Neighbourhood Mums* serve as a key example of Berlin's low-threshold, outreach integration policy. It is a local initiative, launched in Berlin-Neukölln in 2004, that qualifies long term unemployed women who are mothers and have a migrant background. In a six months training program they are prepared to offer education and support to other migrant families that cannot be reached through established institutions and programmes. Since 2014 the focus of the Neighbourhood mums project has broadened to newly arrived refugee women as well. An evaluation of the pilot project showed that the preventive and low-threshold approach achieved significant results, in particular in the dimensions education and health care issues. Due to the cultural proximity, neighbourhood mums are able to reach social disadvantaged and under privileged migrants, predominantly through their networks on local level.

2. **Berlin Youth Career Agency** The general objective of the Berlin Youth Career Agency is to enable all young adults in Berlin to obtain a vocational qualification and – in the long run – to achieve their integration into the labour market. Young people are given comprehensive advice in the offices or elsewhere, if necessary. The individual goals and prospects are developed jointly with the young adults which then result in realistic qualification programs. These are combined with coordinated support measures. All available instruments are used to support the young adults until they obtain a vocational qualification or, in some cases, find long-term employment.

3. **The Integration Facilitators (‘Integrationslotsen’)** The Integration Facilitators (‘Integrationslotsen’) support people with migration background and newly arrived refugees by offering low-threshold counselling services in many languages, facilitating steps into work and education. They supplement the established support and social welfare structures. They offer assistance either at a drop-in centre or through outreach work and they provide consultation services. The 207 Integration Facilitators (as at: January 2021) are employed by independent providers on the base of social security working contracts. At the beginning of their work, Integration Facilitators receive an in-service basic qualification with a volume of 150h on topics such as the German education or health care system, but they are also trained in basics of communication and counselling. Moreover, Integration Facilitators are given the opportunity to develop their knowledge through additional qualifications by amplifying their knowledge or developing their soft skills (up-date Berlin 2020).

3.4 Vienna

Start Wien offer support, orientation and training for newcomers. That include language courses, counselling and information modules in mother tongue. By the Vienna Board of Education Booklet, the newcomers get a tangible overview of their activities.

On the strategic level, the City of Vienna adopted the approach “**Integration starting from day 1**”: Integration measures for asylum seekers were offered starting from the very beginning, (language training, orientation, qualifications), which was not the case before 2015.

Language Courses:

German classes A 1 and so called “Wertekurse” (courses on “values”), the **Public Employment Service** is in charge of German courses A 2. In order to support children from migrant families at school, additional teachers competent in the languages of the main immigrant groups are employed at several schools in Vienna.

The **Vienna Social Fund** is offering German courses for all Asylum seekers. Available courses start from reading/writing and got up to B 1 and beyond.

Persons granted asylum: Since fall 2017, the **Austrian Integration Fund** is in charge of offering courses up to “A 1”, the Public Employment Service (PES) from A 1 to A 2 (or beyond).

In order to foster entrepreneurship of migrants, the “**Wirtschaftsagentur Wien**” has set up a programme **Mingo** supporting migrants who want to set up a company or further develop their company.

The **Municipal Department for Integration and Diversity (MA 17)** is funding in cooperation with the Ministry of Education (BMBWF) courses in “**basic education**”, which includes German, Math, IT and orientation on the labour market. The focus is on youth and women. All courses are offered with child care, so also mothers with small children can attend.

Counselling Services Newly arrived refugees in Vienna are counselled at the so called “Erstberatungsstelle”, where they get basic information regarding the labour market in their mother tongues (Arabic, Farsi/Dari, Paschtu, Russian, Kurdish, French and English). There are also special information settings for young people (vocational educational training) and for women (childcare). All of the refugees registered at the PES attend the “check of competences” where they take part in more than fifty hours of workshops (Austrian labour market, Austrian educational system, Austrian social insurance system). For those who are job-ready can be offered the guidance and counselling project “**step2austria**” where they get support in finding a job. There are also special guidance and counselling projects regarding “recognition of prior learning” (checkIn plus).

Labour Market

In order to foster the development of the urban labour market, the City of Vienna has established the “**Viennese Funds for the Advancement of Workers and Employees**” (**WAFF – Wiener ArbeitnehmerInnen Förderungsfonds**). The WAFF is also a partner within the recently established “Anerkennungsstelle”, an institution supporting migrants in the formal procedure for the recognition for their education and training obtained abroad, which is administered by the “Beratungszentrum für MigrantInnen”, an NGO advising migrants on labour related issues funded by the Ministry of Labour and Social Affairs and the City of Vienna.

Bildungsdrehscheibe, funded by FSW, is the most important institution for asylum seeker in regard to the labour market: Even though the labour market is by law still closed to them, they can get advice about German courses and education measures (including a clearing process to find the appropriate course) and about the possibilities to use their vocational training/experience in Austria. There are special German courses for women being offered by several organisations Interface, Station Wien, and special counselling for women (Peregrina, LEFÖ, Orient Express).

ABZ* Austria “Meine Sprachen - Alphabetisierung in Farsi & Deutsch” implemented by the training institute ABZ* Austria is a special German course only for women with the mother tongue Farsi.

Skills Check “Skills checks vocational integration” records individual skills and competences of the attendants and provides knowledge to improve 15 (20) societal and vocational inclusion in Austria with activities like computer-skills test workshops, field trial of usable skills, vocational guidance workshops giving an overview about Austria’s vocational system and about equalization, values training delivered by the Austrian Integration Fund, recording of options for recognition of skills. The clients should understand Austria’s education system, duties and rights of workers in Austria, authorities, cultural specifics concerning working in Austria etc. A final report summarizes the elaborated skills and further perspectives. The skills check vocational integration demands German literacy at least on A1 level. It takes place in German, Arabic or Farsi/Dari and gender segregated (men 5 weeks full-time, women 7 weeks and part-time).

The project **CORE - Integration im Zentrum**, an EU-funded cooperation project of Municipal Department 17 – Integration and Diversity, Vienna Social Fund, Vienna Employment Promotion Fund, Vienna Business Agency and European Office/Vienna board of Education, gives a visible impulse in the city for further development in the area of integration. The CORE project creates new integration offers (peer mentoring, health promotion, think-tank, support & space for volunteers, housing first, strengthening of competences, ...) that make integration easier for refugees in Vienna from the outset and accelerate the entire integration process.

Up-date Vienna 2021: The Core project ended in October 2019, large parts of the project were mainly continued by the Vienna Social Fund.

Labour preparation

To prepare refugees for the labour market in Austria already during their asylum procedure, numerous measures are being taken: **Vienna Business Agency** supports people with a refugee background on their way to becoming self-employed with a special training programme. In a series of one-week workshops in the sectors bakery/confectionery, gastronomy and carpentry as well as a series of 12-week workshops in the area of IT, interested persons are provided with the most important theoretical and commercial knowledge on starting up a company. The workshops are offered in German, English and Arabic or Farsi respectively. The aim is to define the qualifications that the refugees have brought with them and to support them in the recognition of these qualifications.

The European Office/Vienna board of Education is implementing a **training and support programme for refugees who are teachers**. Firstly, asylum seekers with prior teaching experience are engaged at Viennese schools for charitable tasks, for instance to accompany children on excursions or as support in parental work. Secondly, in cooperation with the University of Vienna, a certificate course is being held for teachers who have been granted asylum. Upon successful completion of the two semesters long course, which also includes practical training at Viennese schools, participants are authorised to teach at Austrian schools.

Up-Date Vienna 2020: The training and support programme took place within the framework of the Core project, which ended in October 2019, but the Vienna Employment Promotion Fund was able to continue funding the programme (up-date Vienna 2021).

The **FSW** organises competence workshops for refugees with the goal of identifying own strengths and abilities and discovering new paths and professional options. The FSW also places asylum seekers in charitable work, traineeships and apprenticeships. In addition, a database is being developed by the FSW to record skills and thus to document the strengths and abilities of refugees from the outset and to use them in the best possible manner.

Vienna`s Examples of good practice

1. **Start Wien (MA17)** Start Wien is a project providing new EU and Third Country immigrants in Vienna with comprehensive support, orientation and training. One of the features offered is the Vienna Board of Education Booklet that amongst others serves as evidence of participation in German-language courses and information and counselling sessions. In addition, information modules in several languages are offered free of charge. New migrants and any other interested persons are welcome to attend the information modules. The modules are held as two-hour information events where migrants can ask questions and receive handouts with the most important information and addresses on relative topics in their mother tongues. Information module subjects: Living together; Education; Housing; Healthcare; Legal information about Residence and Settlement in Austria; Working environment; Labour Market; Recognition of qualifications; Business start-ups.

2. **Youth College** The Youth College is co-funded by ESF. After completion of compulsory schooling (i.e. 15+), currently 1000 young asylum-seekers aged 15-21 are offered educational (school-like) programs enabling access to higher education and qualifications. The aim of the Youth College is to learn the German language, improve general education in mathematics, English, ICT and to help these young people prepare for secondary schools, vocational training or a permanent job. The timetable for the participants is structured in eight to ten-week phases.
Up-Date Vienna 2021: The Youth College was divided into two parts in October 2019. The "Youth College AMS Vienna" focuses on the labour market and is financed by the European Social Fund and the Public Employment Service Vienna. The second course is called "**Youth College StartWien**" and is a school-like educational offer. It is funded by the City of Vienna and the European Social Fund and is implemented by Interface Wien (up-date 2021 Vienna).

3. **Spacelab** (WAFF) production school Vienna provides a modular offer for youth and young adults aged 15-25, who are not in education, employment or training (Neet). The low threshold institution has a modular approach with varying degrees of personal commitment and structure, allowing youth to participate at their convenience. In the module 'Open and detached youth work' young people receive information and counselling about educational offers at Spacelab and other programmes of Vienna's Vocational Training Guarantee. Youth workers contact young people in public places, shopping malls or parks and try to create an atmosphere of confidence and trust. The module 'Developing perspectives' is a link between all spacelab modules where the participants are supervised constantly. In the module 'Daily training' young people can obtain work experience for some hours a week (with pocket money of 10€/day). In the module 'Workshop training' young people can attend workshops and do practical training at different Spacelab locations with different specialisations (i.e. spacelab_creative, spacelab_environment, spacelab_girls), receiving an allowance from the Public Employment Service. In the module 'Education' teachers transfer knowledge and skills in basic

education and cultural tools necessary for further education or apprenticeship training. Spacelab is a general offer - the vast majority of participants have a migration background. Refugees can also take part in all modules. Asylum seekers may cooperate with 'Open and detached youth work'.

3.5 Madrid

The **SAMUR Social** service provides a rapid, comprehensive and robust response to situations of social crisis. It promptly resolves issues and transmits security to a society in which uncertainty and fear are on the rise. Its social assistance in the public space allows it to reach those people who, for different reasons, are obliged to live in the street and it is intended that emergency response gives way to continued and lasting assistance, endeavouring to register the emergency within a long-term social intervention. Its activities in situations of continued residential exclusion range from cases of inadequate housing to situations of serious residential exclusion, manifesting in people living on the street. Access to, or lack of, an alternative residence can put asylum seekers and refugees on the path to social integration or remove them from that path entirely.

Madrid Agency of Employment is currently working on:

- Developing precise tools to establish the skills and profiles earlier
- Deepening the knowledge of the labour market to be able to give technical skills in the sectors offering the most job opportunities.
- Improving language expression, using the resources provided by the Agency for Employment, within a comprehensive integration plan.
- Launching campaigns to raise awareness among companies to foster hiring of workers from disadvantaged groups.

Municipal Offices of Information and Guidance for the Integration of the Immigrant Population

These are a basic instrument, aimed at providing general information on the city, its services and social resources along with instruments that facilitate the social integration of immigrants, contributing to the construction of a Madrilenian society based on social and intercultural coexistence. These offices are aimed at migrants who have recently arrived in Spain but also migrants who have already been in Spain for a longer period whose process of social integration is already advanced but who nonetheless experience difficulty accessing training, employment and legal services; professional of the public administrations and entities that require any of the services provided by the offices; employers, both companies and individuals, who are unaware of the processes and requirements necessary to contract a foreign person and require guidance and advisory services. At Offices of Information and Guidance on the Integration of the Immigrant Population, Spanish language classes are given, considering the humanist perspective of the Circular Plan of the Cervantes Institute, which places the student at the heart of the educational project.

In terms of employment integration, there is an **IT and Employment Advice service** on employment resources and training courses on accessing employment, design of personalised plans and on active job seeking. Moreover, an internet access service is also offered for job seeking, aimed at students of Spanish classes and users of the employment guidance programme.

Language Courses: groups are organised according to the levels of the European Common Framework for Languages, focussing in particular on the basic levels A1, A2 and B1 in order to cover the most elementary communication needs and level B2 aimed at those who have surpassed the most elementary level and wish to continue to progress in their study of the Spanish language and broaden their capacity for communication. This year, a LITERACY level has been added in order to include those people who received no formal training in their mother tongue and A2 for preparation for the citizenship examinations.

Up-date 2021: During 2019², 65 percent of migrants and refugees who participated in employment activities in career and career guidance services, resource counselling, active job search skills training, vocational training in sectors with the highest demand for employment and labour insertion, were women. Likewise, and according to these same data, of the almost 4,500 migrants and refugees who participated in Spanish courses for foreigners, 57 percent were women between the ages of 18 and 50.

As part of online training for professionals, 6 courses were delivered aimed at the training of third sector professionals in the municipal area of Madrid, both civil servants and employees of the Madrid City Council as well as professionals in different social entities. In total, 153 people were trained (130 women and 23 men) compared to 108 last year, doubling the number of men who have completed the training this year.

Other services: Information and Guidance on registering residence, schooling for children, rental accommodation, health and public transport, obtaining a health card, settling, renewal of authorisation, family reunification and foreign residency, telephone interpreting services in more than 20 languages and document translation.

Skills Development and Training for Employment services at the Immigration Assistance Offices offer: activities are aimed at providing professional and employment advice, advice on resources and training in active job seeking skills, providing occupational training in the sectors with the highest demand and liaising with companies to foster the integration of persons who attend the office with such employment demand

Translation and Interpreting Service The main purpose is to provide professional support to employees of Madrid City Council to enable communication between users, the services and municipal staff, therefore constituting an efficient instrument in the services provided to the foreign population.

Coexistence Service in Parks and Sports Pitches The purpose of this service is to carry out actions and processes aimed at fostering citizen coexistence, fostering intercultural social relations, mutual respect between cultures and the construction of a common public space, the neighbourhood, in which the population can coexist.

The Online Space, Social Media and Open Immigration Data Platform The municipal website www.madrid.es has a specific information space with information on municipal policies and services relating to immigration and intercultural activity.

² Data from the last report of the municipal department that deals with migration issues, at the time of writing the update of this report

Madrid's Examples of Good Practice

- 1. Chair for Migrants and Refugees** The chair (at Comillas Pontifical University, supported and sponsored by Inditex S. A., Textile Design Industry, public company) is a project with national, European and international scope, encompassing a broad, multidisciplinary research agenda. The interdisciplinary aims of the project are to undertake theoretical and applied research with a profound universal scope focussed on social transformation in defence of human dignity at all times and in line with the criteria of the “preferential option for the poor” principle.

Measures taken:

The Chair project will grant:

- two doctoral scholarships for training research staff whose projects foster knowledge and social innovation in relation to these matters.
- eight scholarships for professional internships from six to 12 months duration in national and international organisations that work directly on the ground with refugees.
- Four Spanish language learning immersion courses, taught at the Institute of Languages of the University itself, as part of the driver to foster the social integration of persons seeking asylum and refugees.
- Development of an academic Research Agenda linked to the diagnosis of the reality and definition and innovation of policies, programmes and projects for intervention in this area.

Up-Date of two new good practices (Madrid 2021):

- 1. Collaboration Agreement between Agencia para el Empleo (AEM) and “Quiero Trabajo Foundation (QTF)”** A model based on selection, job orientation, mentoring and empowerment of 75 unemployed women at risk of exclusion to successfully pass a job interview. AE-QTF collaboration takes the following steps: AE Job advisors carry out a pre-selection process for a real job. They assess each candidate for referral to the QTF. A job interview in company has already been arranged. QTF Volunteers for Mentor and Image Consultants from HR of large companies take part in the job integration process and work together with AE Job advisors. Volunteers help women to successfully pass the job interview. It is an initiative aimed to women who have passed the pre-selection process in the AE and their appointments for interviews in the companies have already been arranged. QTF Volunteers are mentors for women that have applied for an specific job, mostly positions related to customer service, trade sales, customer service, etc. Around 85% of the women referred, come from non-EU countries. They need to improve their language skills during the job interview and to know better the companies personnel selection process.
- 2. Voluntarios por Madrid and Valiente Bangla collaboration** Voluntarios por Madrid (Madrid Volunteers) is a resource hub for all volunteering in the city run by the City Council. It recruits, screens and places volunteers in over 90 projects citywide. They collaborate with the Valiente Bangla (Brave Bangla) migrant association. This association for the defense of human and social rights of migrants, especially those without papers, promote the participation and empowerment of the Bangladeshi community. Volunteers from Voluntarios por Madrid work with Bangladeshi migrants through workshops to teach them Spanish and other activities to help them to integrate in the city. The programme has been particularly useful for women because it offers much more flexibility than more formal language learning options.

3.6 Belgrade

The **National Employment Service** is the body responsible for issuing work permits as well as implementing various programs related to active employment policies (special vocational education programs, training programs, practical work experience, as well as providing labor market counselling services) under the same conditions as for Serbian citizens need to be introduced. This type of regulation is the result of aligning work legislation with EU standards.

The **National Employment Strategy 2011-2020** recognizes that the Republic of Serbia faces all types of migration: external and internal, forced and voluntary, legal and illegal, migration, highly skilled and unskilled workers, immigration and emigration. The strategy also provides for the establishment and expansion of a network of migration service centres within the National Employment Service, which should provide information, advice and guidance to migrants and potential migrants.

The **Regulation on the Method of Inclusion into the Social, Cultural and Economic Life** of Persons Recognized a Right to Asylum provides that a person who has been granted refugee status is assisted in entering the labor market by:

- assisting in obtaining the necessary documents required to register with the National Employment Service and the Employment Agency;
- assisting in starting the procedure for recognition of foreign diplomas;
- ensuring inclusion in additional education and training in accordance with labour market needs;
- assisting in engaging in active employment policy measures.

Language

The right to education in Serbia is a constitutional right. Asylum seekers, as well as those granted asylum, are entitled to free obligatory pre-school and primary and free (but not obligatory) secondary education.

For children and students of foreign nationals and stateless persons and for displaced persons who do not know the language in which the educational-teaching program is carried out, the school organizes language learning, i.e. preparation for teaching and additional teaching, following a special instruction issued by the Minister of Education, Science and Technological Development. Some asylum centres have organized teaching of Serbian language by international organizations UNHCR, the Danish Refugee Council, SOS Children's Village and other international organizations.

The Regulation on the Method of Inclusion into the Social, Cultural and Economic Life of Persons Recognized a Right to Asylum provides that the **Commissariat for Refugees and Migration** provide the teaching of the Serbian language to a person who has been recognized as a refugee, and to a person who is not included in regular education in the Republic of Serbia, attending regular school and a person over 65 years of age. The beforementioned persons are provided with **300 Serbian language lessons** per school year. The regulation also stipulates that persons who are eligible to pursue higher education qualifications may be provided, in addition to 300 Serbian language classes, an additional 100 Serbian language classes during one school year, in foreign language schools with certified language programs for learning Serbian. For persons over 65, 200 Serbian language classes are provided as part of a

customized Serbian language programme for daily communication in foreign language schools or by organizations that propose an appropriate program.

Information and counselling The state must ensure that any foreigner who does not speak their language or their legal system well must provide genuine and reliable information on the enjoyment of guaranteed rights and the procedures for obtaining them. The Law on Asylum and Temporary Protection provides that a foreigner who has expressed his intention to seek asylum in the Republic of Serbia has the right to be informed about his rights and obligations throughout the asylum procedure and this statutory right must also be exercised in practice.

Skills development and VET Education is one of the priority areas for the advancement of migrants, as it enables them to better position themselves in the labour market. Foreign nationals have the right to education and under the conditions and in the manner prescribed for citizens of the Republic of Serbia. This provision also applies to the education of children of migrant workers. The right to education in Serbia is a constitutional right. This actually means that no matter what their nationality, religion, legal status they have in Serbia, all persons have the right to education and obligation to obtain mandatory education. Primary education is compulsory and free, while secondary education is free but not compulsory.

Although the right to education in Serbia is a constitutional right, the current practice in Serbia, unfortunately, did not exist until 2017. Perhaps one of the reasons is that a large number of migrants stayed/plan to stay very shortly in the territory of Serbia and therefore do not have the opportunity to join the education system or, simply, do not have the interest to enrol children in the educational system. In 2017, the Ministry of Education, Science and Technological Development issued binding Expert Instruction for the Inclusion of Asylum-seekers in the Education and Upbringing System for the inclusion of all children in the education and upbringing system which more closely regulates how children will be enrolled and how support for the inclusion in the educational process should be provided. Developing expert instruction is an important, given children made approximately 20% of migrant population in Serbia. In Serbia, there are currently around 50 schools where children from migrant population attend educational programs.

In some reception and asylum centres in local settings, **civil society organizations** conducted non-formal educational activities in the form of learning Serbian or foreign language, mathematics, geography, training for various professions. With this regard, of especial importance are vocational trainings for certain professions (e.g. hairdresser, tailor, plumber, etc.) by different humanitarian organizations and NGOs.

For example, in **Temporarily Centre Adasevci**, there is a room designated for a hairdresser, where customers receive the service free of charge, and the service is provided by another migrant, who trains for that profession. **UNICEF** has provided support to capacity building of all organizations present in the field through: organizing training, providing support at work and drafting guidance for non-formal education. **OHCHR** supported capacity building training for all organizations implementing programs to develop digital competencies. In cooperation with all partners, draft guidelines were developed for non-formal education that should support the development of basic competences (communication in native and foreign languages, digital competence, mathematics and science, social, civic and cultural awareness, how to learn).

Children enrolled in pre-school, primary and secondary education, as well as adult illiterate persons who have been recognized as having asylum, are provided assistance in joining the education system in the Republic of Serbia. Assistance is provided by: 1) providing textbooks and school supplies; 2) assistance

in starting the procedure for recognizing foreign school documents; 3) providing learning assistance; 4) financial assistance for involvement in extracurricular activities. Adult illiterate persons are provided with assistance in order to be included in adult literacy programs in cooperation with competent ministry.

3.7 Summary

Taking in account the broad variety of interventions in the different cities we can identify different features and categorise the interventions to certain clusters:

3.7.1 Welcome and first Aid

Some cities explicitly mention Welcome or First aid centres or / and programmes have been set up as first contact point for refugees and asylum seekers.

1	Milan	CPSA – first aid and reception centres
2	Milan	CARA – reception centres for identification and screening between applicants and non- applicants
3	Milan	CDA – the short-term accommodation centres
4	Milan	SPRAR – initial support of newcomers in the first six months
5	Stockholm	SFX – several courses admit students from day one on arrival in Stockholm
6	Berlin	Welcome-to-work-offices – advisors work in the refugee accommodations and other places
7	Berlin	Welcome Centre Berlin is a first reception point for many newcomers to Berlin
8	Vienna	Start Wien offer support, orientation and training for newcomers (“Integration starting from Day 1”)

3.7.2 Information and counselling services

Very closely connected with these “welcome services” and with a similar function information and counselling services have been established, especially for refugees and asylum seekers or for all persons newly arrived in the cities. The information and counselling services are predominantly permanent services, not only in the beginning, but also during the whole integration process.

1	Milan	AFOL Metropolitana – information and counselling for unemployed but also special for migrants and refugees
2	Stockholm	Public Employment Service (PES) – information and counselling in terms of integration into to the labour market – 24 months introduction programme
3	Stockholm	Information and Counselling Services of the City of Stockholm – The City of Stockholm has developed information and counselling services for newcomers in most city districts in order to give everyone an equal access to information and support (up-date Stockholm).
4	Berlin	Berlin Jobcentres – provide guidance and counselling for integration into the labour market (after being registered)
5	Berlin	Arrivo Service Office provides companies with information about the employment of refugees
6	Berlin	Youth Career Agency – comprehensive advice on individual employment goals, prospects, vocational qualification for young adults
7	Berlin	Integration Facilitators – low-threshold counselling services, facilitating steps into work and education
8	Vienna	Board of Education Booklet – evidence of participation in language courses and information and counselling sessions
9	Vienna	Start Vienna – offer counselling from day one
10	Vienna	‘Erstberatungsstelle’ (first counselling) – basic information regarding the labour market in their mother tongues, also settings for young people and women
11	Vienna	‘Anerkennungsstelle’ (Recognition centre) – advice for formal procedure for the recognition of education and training etc. (Beratungszentrum für MigrantInnen)

12	Vienna	‘Bildungsdrehscheibe’ (Education Hub) - advice about German courses and education measures, clearing process
13	Madrid	SAUMUR Social service – continued and lasting assistance for people in social crises/ long-term social intervention
14	Madrid	Agency for Employment (PES) – amongst other: information and counselling services, deepening knowledge of the labour market, raise awareness among companies
15	Madrid	Municipal Offices of Information and Guidance – aims at providing general information on the city, its services and social resources
16	Belgrade	National Employment Service and other government institutions –provide genuine and reliable information of guaranteed rights and procedures for obtain them throughout the asylum procedure

3.7.3 Language Courses

There is no doubt that language is a key for fast track integration into the labour market. Accordingly, all cities pay high attention to language courses or combined language and vocational courses or language courses in combination with literacy courses or in combination with integration plans/ agreements:

1	Milan	The Provincial Centre for Adult Education (DPIA) offers – amongst other - training mainly on language and social integration for foreigners (Italian L2), functional literacy courses (courses in foreign languages and basic computer science).
2	Stockholm	Swedish for Immigrants (SFI) – included in the newcomer`s establishment plan, full - time or part-time language courses, combined with work, internships, other studies and/ or preparatory work
3	Stockholm	YFI – combines vocational training for immigrants with integrated language education
4	Stockholm	SFX – intense language studies combined with vocational classes for newly arrived professionals, academics and non - academics

5	Berlin	Integration courses (BAMF) – combines language training with civic orientation (for refugees with residence permit it is mandatory)
6	Berlin	Orientation courses (BAMF) – 300 teaching units for those from countries with less recognition rates
7	Berlin	Volkshochschulen (Adult Education Centres) – free courses from A1 to B1 level
8	Berlin	Qualifizierung vor Beschäftigung (Qualification for Employment) – combines language acquisition with training, qualification and work
9	Berlin	ARRIVO – combines short vocational and language training modules (amongst other)
10	Vienna	Start Vienna – includes language courses and “Wertekurse” (courses on values combined with language A1)
11	Vienna	Public Employment Service – courses A 2 and higher (amongst other)
12	Vienna	Vienna Social Fund – offers German courses for all asylum seekers (up to A1)
13	Vienna	Basic Education (Department MA 17 Vienna) - includes training in German, Math, IT and orientation on the labour market
14	Vienna	Youth College – aim is language learning for young refugees (15+), improving general education in mathematics, English and IT and preparing them for secondary schools
15	Madrid	Madrid Agency for Employment – improving language expression combined with a comprehensive integration plan
16	Madrid	Municipal Office of Information and Guidance – Spanish classes are given
17	Madrid	CHAIR – (amongst other) Four Spanish language learning immersion courses, taught at the Institute of Languages of

		the University itself, as part of the driver to foster the social integration of persons seeking asylum and refugees
18	Belgrade	Commissariat for Refugees and Migration – 300 Serbian language lessons courses per school year (200 lessons for over 65 persons)

3.7.4 Skills Development and Vocational and Educational Training, Apprenticeships

A successful fast track integration strategy into the labour market is strong dependant on equipping the refugees and asylums seekers with the “right” skills and with vocational orientation, VET and apprenticeships, in particular for youngsters and young adults. Thus, the cities invested a lot of resources in this field.

1	Milan	AFOL Metropolitana – Skills Development and vocational training, orientation and VET, implementation of professional skills for weaker groups in professional areas like visual communication, photography, fashion, hairdressing, media, tourism and others.
2	Stockholm	Vocational Training of the Labour Market Administration – for those who lack a degree from upper secondary school included in the newcomer`s establishment plan, full - time or part-time language courses, combined with work, internship, other studies and/ or preparatory work
3	Stockholm	Vocational College – post-secondary education in 1 – 2 years, large part takes place in the workplaces.
4	Stockholm	Apprenticeship Programmes - most programs are 1-4 terms long. Apprenticeship programs are primarily aimed at those who do not have a high school or final grade from upper secondary school, who want to study a vocational education at a workplace.
5	Stockholm	YFI – (see above) vocational training combined with language training for adults (with short school background) in fields like assistant nurse, construction and other.
6	Stockholm	SFX – language (see above) training combined with vocational training in eleven different professions

7	Berlin	Qualification before Employment – with special language courses for migrants
8	Berlin	ARRIVO – (see above) language training combined with job orientation, vocational training. In addition: guided visits and internships in companies in different professional areas
9	Berlin	Mobile Education Counselling (MoBiBe) Offers advice on education (first orientation, vocational and further training, language, work)
10	Berlin	Local Pacts for Economy and Employment – micro-projects and bigger projects (Programme PEB) with high share of skills development and vocational orientation content
11	Berlin	Youth Career Agency – to enable all young adults in Berlin to obtain a vocational qualification
12	Vienna	Skills Check – records individual skills and competences and provides knowledge to vocational inclusion (for instance, computer-skills-test workshops).
13	Vienna	Youth College – educational programmes enabling access to higher education and higher qualifications
14	Vienna	Spacelab – a modular offer for young people (15 – 25) (modules like developing perspectives, daily training, workshop training)
15	Madrid	Immigration Assistance Office – training in active job seeking skills, occupational training in the sectors with the highest demand
16	Belgrade	Vocational training for certain professions – such as hairdresser, tailor, plumber, offered by civil society organisations and NGO`s in some reception and asylum centres (for instance Centre Adasevci)
17	Belgrade	UNICEF – capacity building for organisations that offer non-formal education, basic competences in communications, maths

3.7.5 Labour market interventions (including preparation and accompanying measures)

Directly connected to the core of the FAB-project are labour market interventions including preparatory measures, developing pathways towards the labour market, dealing with integration into the labour market and/ or matching refugees and asylums seekers directly with companies and/ or fostering entrepreneurial spirit and self-employment.

1	Milan	CELAV – Project SAFE – testing the potential of the agricultural food-sector for the employment of third nationals between 19 and 35 years
2	Milan	Labour – INT – inclusion package for refugees and asylum seekers in the tourism and tertiary sector
3	Milan	Dote Unica Lavoro – regional programme of Lombardy Region offering opportunities (professional training, preparing job-finding, generating income) to different groups
4	Milan	Borsa Lavoro – payed internships – Milan in cooperation with Milan companies
5	Milan	P.A.N.E. – involvement of companies as a key factor in the beneficiaries` employment journey
6	Milan	Foundation Terre des Homme – Work grants for the social inclusion of young migrants, funded by the bank Intesa San Paolo (for 17 – 30 year old)
7	Milan	Baker McKenzie – Refugee Integration Programme, together with a cooperative – easy interaction with companies
8	Milan	ME4Change – Empowering young migrant entrepreneurs (“Migrapreneurs”, 18 – 34 old) for change, European project
9	Milan	SINGA Italia – European network, communities accompany refugees in their professional projects
10	Milan	Association IRENE – European network, developing social entrepreneurship skills and competences for unemployed migrants and refugees in the fields of re-cycling and re-use
11	Milan	AFOL Metropolitana – job placement, especially for weaker groups

12	Stockholm	Fast Track Integration – as general approach in different national and municipality programmes with the goal to shorten the time from arrival to work, matching newcomers to the “right” jobs
13	Stockholm	Internships in companies – organised by the PES and the municipality
14	Berlin	Berlin Jobcentres – special programmes for activation and preparation for the labour market, placement activities also for (as unemployed registered) refugees, publicly subsidized employment measures at employment providers
15	Berlin	Job coaching for refugees (Berlin Senate Administration) – accompanying and coaching refugees on their way into the labour market in cooperation with Jobcentres and firms
16	Berlin	ARRIVO – covering different strands like craft sector, social, health, construction sectors and industry, amongst other: internships and on-the-job skills assessment, strong related to companies
17	Vienna	Step2austria – guidance and support in job finding
18	Vienna	WAFF - Viennese Funds for the Advancement of Workers and Employees – amongst other: preparation for the labour market, job offers
19	Vienna	Project CORE – creates new integration offers that make integration easier for refugees and accelerate the entire integration process
20	Vienna	Wirtschaftsagentur Wien – programme Mingo – supporting migrants who want to set up a company or further develop a company
21	Vienna	Vienna Business Agency – supports people with a refugee background on their way to becoming self-employed
22	Vienna	Vienna Board of Education - Integration programme for refugees who are teachers
23	Vienna	FSW – placing asylum seekers in charitable work, traineeships and apprenticeships

24	Madrid	Madrid Agency of Employment – amongst other: deepening knowledge of the labour market, job placements
25	Madrid	Municipal Offices of Information and Guidance – amongst other: overcoming barriers in accessing employment, consulting employers who are unaware of the processes and requirements necessary to contract a foreign person
30	Belgrade	National Employment Service – various programmes related to active employment policies, like practical work experience, providing labour market counselling services

3.7.6 Special measures for women

The FAB project is first of all dedicated to the job placement of women, to fast track integration of female refugees and asylum seekers. Therefore, it makes sense to open a cluster of measures targeting women.

1	Berlin	Point – National financed project of Goldnetz gGmbH – has offered action for labour market integration of refugee women (terminated in 2019)
2	Berlin	ARRIVO – amongst other: special courses for female refugees, where they can try out various craft trades and health professions
3	Berlin	Local Social Capital and Perspective, Development and Employment (PEB) Programme – offer – amongst other – special measures and activities for women
4	Berlin	Neighbourhood Mums – a programme exclusively for women who care for other women/ mothers (migrant and refugee females)
5	Vienna	Basic Education (MA 17 and BMBWF) – focused on youth and women, offering child care
6	Vienna	Erstberatungsstelle – special settings for women counselling, including childcare
7	Vienna	Different organisations (Interface, Station Wien) offer German courses for women or counselling for women (Peregrina, LEFÖ, Orient Express)

8	Vienna	ABZ Austria – “Meine Sprachen” – Literacy in German and Farsi – special German course for women
9	Madrid	Occupational trainings – like trade assistant, waiting staff for restaurant and bars (courses especially for women)

3.7.7 Good Practice projects of the cities – an overview





The good practice examples have been described under Chapter 3 of this document. In the following overview you can see the good practice projects on one glance. Some of them have been brought in exchange between the partnering cities in the frame of O.2 (Outcome 2 of the FAB project)






1	Milan	SPRAR – Protection Systems for Asylum Seekers and Refugees – funding of concrete projects and initial support for newcomers
2	Milan	Reception in Families – local families are supported in receiving newcomers
3	Stockholm	YFI – offers vocational training for immigrants with integrated language education
4	Stockholm	SFX – intense language courses combined with vocational classes
5	Stockholm	Duo Stockholm – matching newcomers with established residents with the goal of mutual learning
6	Berlin	Neighbourhood Mums (District Mothers) – established Berlin programmes – qualified migrant women support other migrant women, including refugees
7	Berlin	Youth Career Agency – “different organisations under one roof” - enabling vocational qualification and labour market integration for young adults by counselling, integration agreements, qualification offers, placements
8	Berlin	Integration Facilitators – low threshold counselling services, facilitating steps into work and education
9	Vienna	Start Wien (MA 17) - comprehensive support from the beginning, counselling, orientation and training, records in “Bildungspass”, information modules in several languages




10	Vienna	Youth College – 1000 young asylum aged 15 – 21 are offered educational programmes
11	Vienna	Spacelab – modular approach for youth and young adults aged 15 -25 (NEET)
12	Madrid	CHAIR project for Migrants and Refugees – broad, international multidisciplinary research agenda (granting different scholarships)
13	Madrid	AE – Quiero Trabajo Fondation – A model based on selection, job orientation, mentoring and empowerment of 75 unemployed women at risk of exclusion to successfully pass a job interview (up-dated 2021)
14	Madrid	Voluntarios por Madrid-Valiente Bangla - Voluntarios por Madrid (Madrid Volunteers) is a resource hub for all volunteering in the city run by the City Council. It recruits, screens and places volunteers in over 90 projects citywide (up-dated 2021).

3.7.8 Summary Table of intervention measures according to main topics

Public organization  NGO/Social business  Business  Targeting women  Study visits  Local Empowerment Workshop 

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
1st Level interventions, welcoming, community practices						
WELCOME AND FIRST AID	CPSA - first aid and reception centres		Welcome-to-work-offices – accommodations and first aid	Start Wien (“Integration starting from Day 1” concept) 		
	CARA - reception centres for identification and screening		Welcome Centre Berlin central spot for all newcomers to Berlin			
	SPRAR – initial support of newcomers in the first six months 					
INFORMATION AND COUNSELLING SERVICES	AFOL AFOL Metropolitana – information and counselling for unemployed but also special for migrants and refugees 	Public Employment Service (PES) – information and counselling in terms of integration into the labour market - 24 months introduction programme 	Berlin Jobcentres – provide guidance and counselling for integration into the labour market (after being registered)	Board of Education Booklet – evidence of participation in language courses and information and counselling sessions	SAUMUR Social service – continued and lasting assistance for people in social crises/ long-term social intervention	National Employment Service and other government institutions – information of guaranteed rights and procedures throughout the asylum procedure

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
	<u>AFOL Esagono project</u> <u>guidance service for</u> <u>parents and young</u> <u>people)</u>		Mobile Bildungsberatung (MoBiBe) - includes a specific offer for women ♀ 	'Erstberatungsstelle' (first counselling) – basic information regarding the labour market in their mother tongues, also settings for young people and women	Agency for Employment (PES) – amongst other: information and counselling services, deepening knowledge of the labour market, raise awareness among companies	
			Arrivo (and Arrivo Soziales) Service Office provides companies with information about the employment of refugees 	'Anerkennungsstelle' (Recognition centre) – advice for formal procedure for the recognition of education and training etc. (Beratungszentrum für MigrantInnen) 	Municipal Offices of Information and Guidance – aims at providing general information on the city, its services and social resources	
			Youth Career Agency – comprehensive advice for individual goals, prospects, vocational qualification. (Jugendberufsagentur Friedrichshain- Kreuzberg) 	Bildungsdrehscheibe (Education Hub) - advice about German courses and education measures, clearing process 		

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
			Integration Facilitators – low-threshold counselling services, facilitating steps into work and education (Integrationslotsen) 	WORK:INN Buddy programme 		
Education and VET						
LANGUAGE COURSES	Provincial Centre for Adult Education (DPIA) Language, (Italian L2), functional literacy courses (courses in foreign languages and basic computer science).	Swedish for Immigrants (SFI) –full or part-time language courses, combined with work, internships, other studies and/ or preparatory work - includes a specific offer for women 	Federal Employment Agency and Berlin Jobcentres – provide – amongst other - language courses and profession – oriented language courses	Start Wien (see also above) includes language courses and “Wertekurse” (courses on values combined with language A1)	Madrid Agency for Employment – improving language expression combined with a comprehensive integration plan	Commissariat for Refugees and Migration – 300 Serbian language lessons courses per school year (200 lessons for over 65 persons)
		YFI – combines vocational training for immigrants with integrated language education	Integration courses (BAMF) – combines language training with civic orientation (for refugees with residence permit it is mandatory)	Public Employment Service – courses A 2 and higher (amongst other)	Municipal Office of Information and Guidance – Spanish classes are given	
		SFX – intense language studies combined with vocational classes for newly arrived professionals,	Orientation courses (BAMF) – 300 teaching units for those from countries with less recognition rates	Vienna Social Fund – offers German courses for all asylum seekers (up to A1)	CHAIR –Spanish language learning immersion courses, (Institute of Languages of the University) to foster the social	

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
		academics and non - academics			integration of asylum seekers and refugees	
			Qualifizierung vor Beschäftigung (Qualification before Employment) – combines language acquisition with training, qualification and work	Basic Education (Department MA 17 Vienna) - includes training in German, Math, IT and orientation on the labour market		
			Arrivo (see also above)	Youth College – aim is language learning for young refugees (15+), improving general education in mathematics, English and IT and preparing them for secondary schools		
SKILLS DEVELOPMENT AND VOCATIONAL AND EDUCATIONAL TRAINING, APPRENTICESHIPS	AFOL Metropolitana (see also above)	Vocational Training of the Labour Market Administration – for those who lack a degree from upper secondary school	Qualification before Employment for refugees – combines language and other basis learning with work experience	Skills Check – records individual skills and competences and provides knowledge to vocational inclusion (for instance, computer-skills-test workshops).	Immigration Assistance Office – training in active job seeking skills, occupational training in the sectors with the highest demand	Vocational training for certain professions – i.e. hairdresser, tailor, plumber, offered by civil society organisations and NGO’s in some reception and asylum centres (for instance Centre Adasevci)

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
		Vocational College – post-secondary education in 1 – 2 years, large part takes place in the workplaces.	ARRIVO – (see above)	Youth College – educational programmes enabling access to higher education and higher qualifications		UNICEF – capacity building for organisations that offer non-formal education, basic competences in communications, maths
		Apprenticeship Programmes - most programs are 1-4 terms long. Apprenticeship programs are primarily aimed at those who do not have a high school or final grade from upper secondary school, who want to study a vocational education at a workplace.	Local Pacts for Economy and Employment – micro-projects and bigger projects (Programme PEB) with high share of skills development and vocational orientation content	Spacelab – a modular offer for young people (15 – 25) (modules like developing perspectives, daily training, workshop training) 🚶		
		YFI, SFX	Youth Career Agency (see above)			
Employment						
LABOUR MARKET INTERVENTIONS (INCLUDING PREPARATION AND ACCOMPANYING MEASURES)	CELAV – Project SAFE – testing the potential of the agricultural food-sector for the employment of third nationals between 19 and 35 years 🚶	Fast Track Integration – as general approach in different national and municipality programmes with the goal to shorten the time from arrival to work, matching newcomers to the “right” jobs	Berlin Jobcentres – special programmes for activation and preparation for the labour market, placement activities also for refugees, publicly subsidized employment measures	Step2austria – guidance and support in job finding	Madrid Agency of Employment – amongst other: deepening knowledge of the labour market, job placements	National Employment Service – various programmes related to active employment policies, like practical work experience, providing labour market counselling services

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
	<p>Labour – INT – inclusion package for refugees and asylum seekers in the tourism and tertiary sector</p>	<p>Internships in companies – organised by the PES and the municipality</p>	<p>Senate of Integration, Labour and Social Services – amongst other: co-financing labour market programmes of the Federal Employment Service, also for (as unemployed registered) refugees 🚶</p>	<p>WAFF - Viennese Funds for the Advancement of Workers and Employees – amongst other: preparation for the labour market, job offers</p>	<p>Municipal Offices of Information and Guidance – amongst other: overcoming barriers in accessing employment, consulting employers about procedures to contract a foreign person</p>	
	<p>Dote Unica Lavoro – regional programme of Lombardy Region offering opportunities (professional training, preparing job-finding, generating income) to different groups</p>		<p>Job coaching for refugees (Berlin Senate Administration)– accompanying and coaching refugees on their way into the labour market in cooperation with Jobcentres and firms 🚶</p>	<p>Project CORE – creates new integration offers that make integration easier for refugees and accelerate the entire integration process</p>	<p>IT and Employment Advice Service – accessing employment, design of personalized plans and supporting active job seeking</p>	
	<p>Borsa Lavoro – payed internships – Milan in cooperation with Milan companies</p>		<p>ARRIVO and ARRIVO Soziales (see above) 🚶</p>	<p>Wirtschaftsagentur Wien – programme Mingo – supporting migrants who want to set up a company or further develop a company</p>		

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
	P.A.N.E. – involvement of companies as a key factor in the beneficiaries` employment journey		Projects implemented by NGO`s and Businesses	Vienna Business Agency – supports people with a refugee background on their way to becoming self-employed		
	Foundation Terre des Homme – Work grants for the social inclusion of young migrants, funded by the bank Intesa San Paolo (for 17 – 30 year old)			Vienna Board of Education - Integration programme for refugees who are teachers		
	Baker McKenzie – Refugee Integration Programme, together with a cooperative – easy interaction with companies			FSW – placing asylum seekers in charitable work, traineeships and apprenticeships		
	ME4Change – Empowering young migrant entrepreneurs (“Migrapreneurs”, 18 – 34 old) for change, European project			HABIBI & AWARA restaurant run by refugees 🚶		
	SINGA Italia – European network, communities accompany refugees in			SINBAD mentoring programme 🚶		

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
	<p>their professional projects</p> <p>Association IRENE – European network, developing social entrepreneurship skills and competences for unemployed migrants and refugees in the fields of re-cycling and re-use</p> <p>AFOL Metropolitana – job placement, especially for weaker groups ♿</p>					
SPECIAL MEASURES FOR WOMEN			Point – National financed project of Goldnetz – offers action for labour market integration of refugee women	Basic Education (MA 17 and BMBWF) – focused on youth and women, offering child care		
			ARRIVO – amongst other: special courses for female refugees, where they can try out various craft trades and health professions	Erstberatungsstelle – special settings for women counselling, including childcare		
			Local Social Capital and Perspective, Development and	Different organisations (Interface, Station Wien) offer German courses		

	Milan	Stockholm	Berlin	Vienna	Madrid	Belgrade
			Employment (PEB) Programme – offer – amongst other – special measures and activities for women	for women or counselling for women (Peregrina, LEFÖ, Orient Express)		
			Neighbourhood Mums (Stadtteilmütter) – a programme exclusively for women who care for other women/ mothers (migrant and refugee females)	ABZ Austria – “Meine Sprachen” – Literacy in German and Farsi – special German course for women		
			(other) Projects by NGO’s and Social Businesses			

4. What can we learn from these practices for a European Intervention Model? - Recommendations for a European Intervention model -

The analysis of the interventions under Chapter 3, based on the context researches (and the up-dates in 2020/ 2021), gives us important hints how a European Intervention Model can be structured:

4.4 Welcome Centre - Welcome Services

- A one - stop-shop with initial services for all newcomers or special for refugees and asylum seekers may be an asset.
- This “Welcome Centre” should be sufficiently staffed and equipped and accompanied by an intense information campaign (including social media) that reaches all those who are new in the city. The service should be offered in several languages among them the languages of the origin countries where the most refugees come from.
- This first aid or initial support should follow the principle “Integration from Day 1” and concentrate on the most burning issues refugees and asylum seekers are confronted with, like registration, recognition pathways, accommodation, information about legal rights and duties, about the culture of the host country, first steps to orientation and language courses, education and work.
- The Welcome Centre should be embedded in a network with all the institutions and organisations which are nation-wide, locally or city-wide involved in asylum seekers and refugee policies with a function as a “service hub” to other organisations and institutions.

4.5 Information and counselling services

- Information and counselling services provided by government and municipality institutions, by the Public Employment Service (PES) or by training and employment providers as well as charity and voluntary organisations, play an important role throughout the entire life cycle of the integration process and specially concerning fast track integration into VET or work.
- The challenge is here to set up an integrated approach, so that ideally one organisation knows what the other does, in order to avoid double processes and drop-outs.
- The necessary records and forms should be easy understandable, digitalized, as less bureaucratic as possible and forwarded from one organisation to the other whereby data protection regulations must be observed.
- The counsellors should be well qualified, in terms of intercultural, non-discriminatory, trust-building, empathy and empowerment competencies.
- There is a wide range of specialized counselling services necessary from legal advice to psychological counselling (trauma experiences), information about language courses, education and training and pathways into work.
- The counselling should include also outreach measures to refugee shelters or other places where refugees live.
- Not only refugees themselves but also companies and their organisations are subject of counselling services with the aim to unlock them for apprenticeships and workplaces for refugees.

- The counselling services should not be restricted to labour market integration only but also thematizing social and gender issues and offering specialized services for women (see 4.6).
- Individual integration plans or agreements support a targeted integration process.

4.3 Language courses and combined language and vocational courses

- The preference are here combined language and vocational courses in order not to lose time.
- Another basic experience is that language acquisition is much more effective when applied in practice. When only language courses from the beginning up to A1, then from A2 to B2, waiting in between on the respective certificates, are offered, it is one-dimensional and can be boring and too challenging with high risks of drop-out.
- **The team-teaching approach, that means combining a language teacher and a vocational or profession teacher, suits better than only language learning and saves time in terms of integration (up-date Berlin)**
- It is better to take in account from the beginning the professional career of refugees in their home countries (so that medical professionals do not end up as taxi drivers).
- Preferably a combination of language learning with professional orientation and/ or a mix of language learning and work experiences should be offered. Nevertheless, language learning needs a lot of time, patience and good curricula specialized for young and adults and women too (women classes).
- **Part-time language courses, e.g. for employees and persons with care duties, are essential (up-date Berlin).**

4.4 Skills Development and Vocational and Educational Training, apprenticeships

- At the beginning a “skills check”, an individual record of the skills, the competences and the knowledge, including also informal skills and competences, might be useful.
- **In education and training, prior knowledge and training should be recorded as precisely as possible. This should not only be done on the basis of an initial screening, but should also be incorporated into the training and further education in a participatory way. This requires broad knowledge management of the beneficiaries' existing knowledge potential. This results in effectiveness by linking to previous experience and efficiency by preventing training redundancies (up-date Vienna 2021).**
- In our FAB-cities a broad variety of different vocational orientation and skills development trainings are offered both for academics and non-academics. They cover professional areas like visual communication, photography, fashion, hairdressing, media, tourism, waiting staff for restaurants and bars, warehouse operators, new information and communication technologies, engineers, medical professions, educationalists and teachers, economists, lawyers and social scientists, programmers, bus drivers, lorry drivers, craftsmen, entrepreneurs, bakers, roofers and carpenters.
- **Sensitize refugees also for non-academic professions (apprenticeships, dual VET system) (up-date Berlin)**
- The vocational training and apprenticeships can be organized by training providers in close cooperation with companies or directly in enterprises.

- Apprenticeships in the “dual system” (partly on the workplace, partly in professional schools) are preferred. They last two or three years, but if the refugee is ready to maintain the whole period the chance of a permanent job with social insurance is quite high.
- Other vocational trainings are closely linked with colleges or universities opening academic careers.
- It is important that the students are paid during their trainings or internships.

4.5 Labour market interventions

- The Public Employment Services and their regional or local branch offices offer a broad variety of labour market oriented information, counselling, training and active labour market programmes, like activation measures, wage subsidies or publicly subsidized measures carried out by employment or charity organisations or associations.
- As soon as refugees are recognised and registered as unemployed, they can profit of those measures.
- For asylum seekers, who are not or not yet recognised as refugees, some cities offer low paid, publicly subsidized temporary work in the communities or internships in companies.
- Programmes, like “Jobcoaching for refugees” includes the labour market integration support of non-recognized asylum seekers and tolerated persons (up-date Berlin)
- Provide IT devices (not only) for the job search because many refugees do not own a computer (or notebook, tablet or smart-phone) (up-date Berlin)
- The key factor for successful labour market integration is the involvement of companies. The support for and of the employers is crucial.
- Coaching approaches should address both: employers and jobseekers and mediate between the two.
- Moreover, cooperatives, charities or NGO`s can offer workplaces.
- Support in preparatory measures, pre-employment activities and job finding strategies (for instance, how to look for workplaces, preparation on interviews with employers) complete the wide range of offers for labour market integration.
- Another type of labour market integration are programmes that support the entrepreneurial spirit and self-employment of refugees or improve the employability of refugees.

4.6 Special measures for women

- The personal and professional experiences of women gained in their home countries, including the flight experiences, are different from the experiences of men and have to be taken in consideration, in all the above - mentioned range of measures but also in companies.
- Therefore, special settings of counselling, extra language classes and vocational training towards special professions (including those which are traditionally occupied by their male counterparts) as well as specialized active labour market measures which are based on the special experiences, skills and socialisation of women in the respective countries, are essential.
- Special attention of childcare support should be highlighted and child-care possibilities have to be offered. (The lack of childcare support is one of the main reasons why female refugees do not go to work or do not participate at classes or programmes) (up-date Berlin)
- Blended learning has also an impact on the participation of women (it enabled persons with childcare duties to take part in a coaching via smartphone) (up-date Berlin)

- Take in consideration the cultural and structural aspects of measures for women: man and women should care for the family together. It is therefore necessary to include information about equality and the expectations of the hosting society (up-date Stockholm).