

EUROPE AS AN INCLUSIVE WORKPLACE

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INTRODUCTION

WHAT IS FAB?

FAB – Fast track action boost is the European program that helps defining a model of integration in the labour market of migrants and asylum seekers, with a focus on women, as common as possible to the municipalities involved in the project. FAB partnership is being built considering a city-approach to fast track integration pathways to labour market for refugees, their families and, in general, persons seeking international protection according to the Geneva Convention refugees or beneficiaries of subsidiary protection. FAB responds to refugees' needs by transferring and adapting good practices for job inclusion among European cities. It provides an innovative European policy approach inspired by the genuine values of European cooperation.

FAB is co-funded by the programme EaSI of the EC DG Employment, Social Affairs and Inclusion.

FAB, a video story



Between 2014 and 2017, the City of Milan developed several important experiences related to the reception of asylum seekers and emergency management. Starting from 2017, we have felt the need to connect these experiences to more structured processes and trainings of work placement, that's because work is the main tool for effectively obtaining citizenship and for the participation of

immigrants in urban life and in the local community life.

Several of these experiences have also been recognized as European best practices.

The EaSi programme has allowed us to exchange these good practices with other European cities by learning from each other from previous experiences.

As far as Milan is concerned, a consolidated tradition in professional training and in the accompaniment of vulnerable people in their work paths was the starting point of the trainings and activities promoted.

Our chance is that also in the next few years, in the near future, the exchange of good practices between European cities could continue and can be the basis of an administrative and institutional learning process that is certainly important for improving policies and practices aimed at this segment so important of the new city population.

CRISTINA TAJANI, Councilor for Labor Policies, Productive Activities, Commerce and Human Resources – City of Milan.

STORIES OF INTEGRATION

CANVA STORIES FF



ANA - MILAN

Ana is 29 years old and comes from Salvador. In her home country, she worked at the family business, growing and processing fruit and vegetables for the production and sale of food products. Particularly, she was highly skilled in the delicate activity of producing and processing coffee beans, which requires specific experience and knowledge of the vegetative cycles. Cooking has always been her passion and now, thanks to the FAB project, she attends a pastry training course. In fact, Ana's dream for the future is to open her own confectionery production business in Milan.

CANVA STORIES FF



ANA GABRIELA - MADRID

Ana Gabriela comes from Mexico and lives in Madrid since 2015. In her home country, she developed her professional career in the field of Human Rights and when she settled in Madrid, she decided to dedicate part of his time to help other people who, like her, had migrated to a completely new and different country looking for a better life. In her words: "The fact that I myself am a migrant woman, has helped to create an atmosphere of empathy with the women of Bangladesh, as well as an environment of sisterhood, solidarity and trust, facilitating a space of openness between all women to promote this fundamental objective, the social integration".

CANVA STORIES



JAMILA - STOCKHOLM

Jamila is 30 years old and comes from Iran. She came to Sweden in 2015. After studying Swedish, Jamila got the opportunity to work as a Neighbourhood mother. She has now worked as a Neighbourhood mother for 2 years and does a fantastic job! As she now has a lot of experience, she gets to support those who are new to the role.

CANVA STORIES FF3

CANVA STORIES



SARA - BERLIN

Sara is 35 years old and comes from Iran. She earned a master's degree in physics. After that she worked as a teacher. She has been in Berlin in Germany since 2016. With her job coach from JobBoost, she considered what kind of work she could take on. She wanted a job that would make her independent of the country. After an internship she decided to train in a hotel. She is happy about this decision!

CANVA STORIES FF3

CANVA STORIES



SAFWAN - VIENNA

Safwan A. is 44 years old and comes from Syria. He graduated from Damascus University of Fine Arts and worked as a communication trainer in the Organization for Civil Peace in Syria. In 2015 he fled to Austria. Safwan is an artist and art teacher with a focus on graphic novels. He is a volunteer Community Parent as a mentor for refugees who want to take up a new educational path.

CANVA STORIES



AMIN - BELGRADE

Amin is 29 years old, comes from Iran and has been living in Belgrade for three years. He would like to stay here and get his diploma on Faculty of Security Studies. He has different experience. In Iran, he worked in the factory, in the pharmacy, on the operator jobs.

CANVA STORIES

THE POLITICAL CONTEXT

In recent years, the European Union has witnessed a dramatic increase in migration flows. This unprecedented influx, largely composed of people seeking international protection, remains a challenge for the Union and its Member States, not only in terms of reception, but also in the long-term integration of these people into host societies.

IMMIGRATION EU POLICY

On 7 June 2016, the European Commission adopted an action plan on the integration of third-country nationals. The plan provides a comprehensive framework to support EU Member States' efforts in developing and strengthening their integration policies with particular reference to the gender dimension of migration and the situation of migrant women and, in particular, refugee women.

The Plan also describes the concrete policy, operational and financial measures the Commission will implement. While it relates to all non-EU citizens (third- country nationals) in the EU, it contains actions to address the specific challenges faced by refugees.

On 23 September 2020, the European Commission presented a new pact on migration and asylum. This pact provides a comprehensive approach, bringing together policy in the areas of migration, asylum, integration and border management, recognising that the overall effectiveness depends on progress on all fronts. It creates faster, seamless migration processes and stronger governance of migration and borders policies, supported by modern IT systems and more effective agencies. It aims to reduce unsafe and irregular routes and promote sustainable and safe legal pathways for those in need of protection. It reflects the reality that most migrants come to the EU through legal channels, which should be better matched to EU labour market needs.

Further to that, on 24 November 2020 the European Commission presented a new EU action plan on integration and inclusion (2021-2027). This plan is one of the initiatives completing the new pact on migration and asylum and it promotes:

- inclusion for all, recognising integration as a two way process;
- targeted support at all stages of integration;
- mainstreaming gender and anti- discrimination priorities;
- partnerships with Member States, local and regional authorities, civil society, social and economic partners, employers, philanthropies and foundations;
- harnessing new technologies and digital tools;
- making the best use of EU funding.

The new plan builds on the achievements of the 2016 action plan and goes further by bringing forward new actions and a stronger framework to promote integration and inclusion, focusing on the essentials of successful integration and inclusion into a host society: education and training, employment and skills, health and housing.

NATIONAL AND LOCAL POLICIES CHALLENGES

The FAB project is made up of a network of cities that use urban ecosystems as privileged settings for experimenting with innovative inclusion policies. In particular, bringing together important urban aggregates such as Belgrade, Berlin, Madrid, Milan, Stockholm and Vienna are in itself a value. Cities similar in socio-economic dimension, but with differing work policies and several national migration policies.

These cities, moreover, are all crucial nodes in the network of migratory flows at European level: Belgrade and Vienna on the Balkan route, Madrid and Milan on the Mediterranean route, Berlin and Stockholm as final destination cities.

The FAB project has had to face challenges of several kinds:

- challenges by **internal problems** related to the construction of best practices for a “Functional plan of transfer and adaptation”: a practice that works well in one context often does not work as well in a different context. For this reason, the cities have had to help each other understand how to transfer a successful practice without distorting it.
- Challenge by **external problems**. In some cases, changes in national governments, have also changed reception policies, forcing a partial review of local *governance*. In some cases, also changes in local government have reshuffled the cards on the table.

The biggest challenge, in terms of size and impact, however, was, of course, the **pandemic** which progressively interrupted the face-to-face activities. All cities have had to reschedule training sessions and use digital resources where possible, responding with creativity, but also with the rigour of Covid 19-containment measures.

Population in FAB-partner cities

	Stockholm	Vienna	Berlin	Madrid	Milan	Serbia
Population	949 761	1 867 582	3 711 930	3 221 824	1 380 873	6 982 604
Foreign nationals	227 950	697 500	716 400	422 700	265 862	7 866

Main country of origin – refugees in 2017

Stockholm	Vienna	Berlin	Madrid	Milan	Serbia
Syria	Afghanistan	Syria	Venezuela	Eritrea	Pakistan
Iraq	Iraq	Iraq	Syria	Somalia	Afghanistan
Eritrea	Syria	Afghanistan	Colombia	Afghanistan	Iraq
Afghanistan	Russia	Eritrea	Ukraine	Iraq	Cuba
Stateless	Somalia	Iran	Algeria	Syria	Syria

Research Report:

[Belgrade](#) - [Berlin](#) - [Milan](#) - [Madrid](#) - [Stockholm](#) - [Vienna](#)

[Summary](#)

THE FAB PROJECT APPROACH

METHODOLOGY

FAB chooses a city-approach to fast track integration pathways to labour market for refugees, their families and, in general, persons seeking international protection according to the Geneva Convention refugees or beneficiaries of subsidiary protection. Special attention in our concept is paid to female refugees and asylum seekers.

Three main pillars describe FAB project's approach:

- Multi-level partnerships models in place in partners' countries and organisations. These are explored and be integral part of the studies, adaptation and transfer processes, where applicable;
- Analysis and transfer, of specific practices, measures, services and tools of the participating cities and countries that have been successful so far;
- Building on existing measures: within FAB implements new strategies, approaches/ measures that lead to a rapid integration of the target group, in particular women.

FAB objectives are:

1. improve the integration of the refugee, asylum seekers and beneficiaries of international protection populations in the target contexts, through adapting, testing and mainstreaming of relevant and tested policies, measures and practices;
2. improve the capacities and knowledge of key actors at the city-level to plan, implement and mainstream the measures, service delivery mechanisms and practices most relevant and effective as responses to the specific challenges emerging in the different contexts;
3. Develop innovative policy approaches, practices, methods, and guidelines flowing from project results on fast track mechanisms for refugee integration and on women integration in the labour markets.

Different methodological approaches are present in FAB according to the different activities and strategies undertaken: Research, Peer Reviews, Study visits.

Sharing

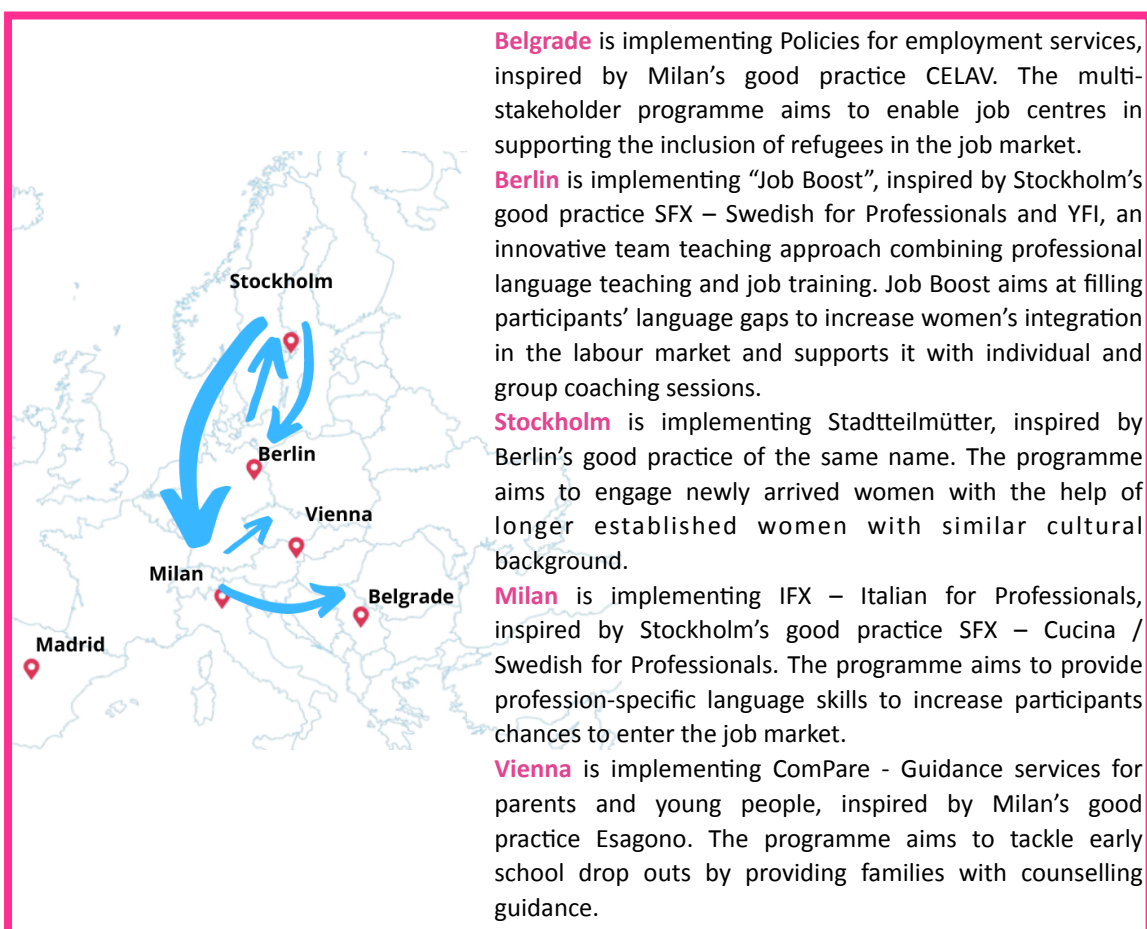
The knowledge sharing strategy is the core of the project. Partners are carrying on researches, identify and study effective policy measures, realize study visits, and review and benchmark city models in place. Knowledge sharing programme includes Kick off meeting (Brussels 23 February 2018 - Milan 26 February 2018); Study visits (Milan 27 February – 1 March 2018; Stockholm 28 – 30 May 2018; Berlin 6 – 8 November 2018; Vienna 1 – 3 October 2018).

Peer mentoring system

Piloting and testing

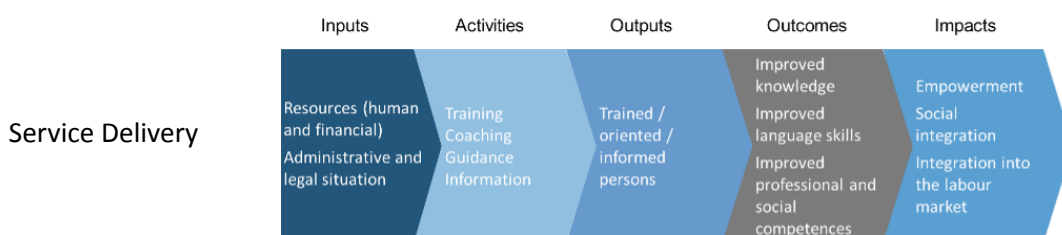
FAB sets up a Peer mentoring system among 5 territories across Europe, enabling the partners to exchange, adapt and transfer some of the most interesting experiences concerning fast-track integration and inclusion of women refugees in the labour market. Each partner selects, adapts, and develops an effective refugee integration pilot scheme previously in place in a different partner city. This is concretely realised with the exchanges, adaptation and transfer of measures and practices within partner city, through the Local Empowerment Workshops and the Mentoring visits.

Transfer and adaptation plan



Increased effective refugees' integration

A distinct logic of intervention was defined at the beginning of the project, for each project objective, consisting of inputs, activities, outputs, outcomes and impacts.



Capacity building

The sharing-testing-mentoring process provides cities with an opportunity to strengthen their capacities. The PP – WG policy and practice working group summarises the lessons learnt at many levels including what tools are effective, when a strategy is replicable and how to make a multi-level partnership effective.



CITIES AS HUB OF INTEGRATION

Each city or region has developed specific approaches and instruments in order to deal with the challenge to integrate third-country nationals into the labour market. Through FAB, good practice was to be spread across cities, region and countries: Each city or region (with exception of Madrid) adopted an approach from another city or region. The city or region of origin provided advice with regard to the adaptation and implementation of the approach. The experiences made during this transfer has been disseminated in order to help other entities in developing innovative approaches for labour market integration.

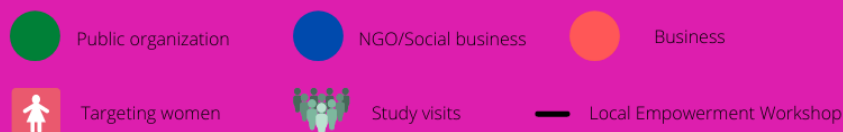
Common challenges and best practices

These are challenges that can be traced in several, or all of the partner cities:

- Knowledge of local language is the key to entering society.
- The validation of competences is essential in order to effectively enter the labour market.
- The challenge is to make an efficient and accurate validation.
- Knowledge of the local labour market
- Housing situation. In all of the cities, there is a shortage of housing and rent is very high. It is hard for newcomers to find suitable living arrangements.
- Waiting time for permit creates a very stressful situation of uncertainty
- The physical health of the refugees.
- Attitude of employers, there is not always a will to give newcomers a chance of employment
- Matching problem – the labour market requires competences that newcomers may not have
- Regulations may create obstacles, like work permit etc.
- Responsibility between different governmental instances are not always clear, the systems are all very complicated
- The influx of refugees in recent years put strain on systems; that means that some processes take extra-long time, decisions will have to wait etc.
- General attitude and prejudice in society

INTERVENTION MEASURES

Summary Table according to main topics



1ST LEVEL INTERVENTIONS, WELCOMING, COMMUNITY PRACTICES

WELCOME AND FIRST AID

- CPSA - first aid and reception centres
 - CARA - reception centres for identification and screening
 - SPRAR - initial support of newcomers in the first six months
 - Welcome-to-work-offices - accommodations and first aid
 - Welcome Centre Berlin central spot for all newcomers to Berlin
 - Start Wien ("Integration starting from Day 1" concept)
- MILAN
BERLIN
VIENNA

INFORMATION AND COUNSELLING SERVICES

- AFOL Metropolitana - information and counselling for unemployed but also special for migrants and refugees
 - AFOL Esagono project guidance service for parents and young people)
 - 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)
 - Mobile Bildungsberatung (MoBiBe) - includes a specific offer for women
 - Arrivo Service Office provides companies with information about the employment of refugees
 - Youth Career Agency - comprehensive advice for individual goals, prospects, vocational qualification.
 - Integration Facilitators - low-threshold counselling services, facilitating steps into work and education
 - Board of Education Booklet - evidence of participation in language courses and information and counselling sessions
 - Erstberatungsstelle (first counselling) - basic information regarding the labour market in their mother tongues, also settings for young people and women
 - Anerkennungsstelle (Recognition centre) - advice for formal procedure for the recognition of education and training etc.
 - Bildungsdrehscheibe (Education Hub) - advice about German courses and education measures, clearing process
 - WORK:INN Buddy programme
 - SAUMUR Social service - continued and lasting assistance for people in social crises/ long-term social intervention
 - Agency for Employment (PES) - information and counselling services, deepening knowledge of the labour market, raise awareness among companies
 - Municipal Offices of Information and Guidance - aims at providing general information on the city, its services and social resources
 - National Employment Service and other government institutions - information of guaranteed rights and procedures throughout the asylum procedure
- MILAN
STOCKHOLM
BERLIN
VIENNA
MADRID
BELGRADE

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) - language courses, combined with work, internships, other studies and/ or preparatory work, includes a specific offer for women
 - YFI - vocational training for immigrants and integrated language education
 - SFX - intense language studies combined with vocational classes for newly arrived professionals, academics and non - academics
 - Federal Employment Agency and Berlin Jobcentres - provide language courses and profession - oriented language courses
 - Integration courses (BAMF) - combines language training with civic orientation
 - Orientation courses (BAMF) - 300 teaching units for those from countries with less recognition rates
 - Qualifizierung für Beschäftigung (Qualification for Employment) - combines language acquisition with training, qualification and work
 - Arrivo (see also above)
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- **Start Wien** (see also above) includes language courses and "Wertekurse" (courses on values combined with language A1)
- **Public Employment Service** – courses A 2 and higher
- **Vienna Social Fund** – offers German courses for all asylum seekers (up to A1)
- **Basic Education (Department MA 17 Vienna)** - includes training in German, Math, IT and orientation on the labour market
- **Youth College** – aim is language learning for young refugees (15+), improving general education in mathematics, English and IT and preparing them for secondary schools
- **Madrid Agency for Employment** – improving language expression combined with a comprehensive integration plan
- **Municipal Office of Information and Guidance** – Spanish classes are given
- **CHAIR** – Spanish language learning immersion courses, (Institute of Languages of the University) to foster the social integration of asylum seekers and refugees
- **Commissariat for Refugees and Migration** – 300 Serbian language lessons courses per school year (200 lessons for over 65 persons)

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SKILLS DEVELOPMENT AND VOCATIONAL AND EDUCATIONAL TRAINING, APPRENTICESHIPS

- **AFOL Metropolitana** (see also above)
- **Vocational Training of the Labour Market Administration** – upper secondary school
- **Vocational College** – post-secondary education in 1 – 2 years
- **Apprenticeship Programmes** - most programs are 1-4 terms long, those who do not have a high school or final grade from upper secondary school
- **YFI, SFX**
- **Qualification before Employment for refugees** – combines language and other basis learning with work experience
- **ARRIVO** (see above)
- **Local Pacts for Economy and Employment** – micro-projects and bigger projects with high share of skills development and vocational orientation content
- **Youth Career Agency** (see above)
- **Skills Check** – records individual skills and competences and provides knowledge to vocational inclusion (for instance, computer-skills-test workshops)
- **Youth College** – enabling access to higher education and higher qualifications
- **Spacelab** – a modular offer for young people (15 – 25)
- **Immigration Assistance Office** – training in active job seeking skills
- **Vocational training for certain professions** – offered by civil society organisations and NGO's in some reception and asylum centres (for instance Centre Adasevci)
- **UNICEF** – capacity building for organisations that offer non-formal education, basic competences in communications, maths

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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
- **Labour – INT** – tourism and tertiary sector
- **Dote Unica Lavoro** – regional programme offering opportunities (professional training preparing job-finding, generating income) to different groups
- **Borsa Lavoro** – paid internships – Milan in cooperation with Milan companies
- **P.A.N.E.** – involvement of companies as a key factor in the beneficiaries' employment journey
- **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)
- **Baker McKenzie** – Refugee Integration Programme, together with a cooperative – easy interaction with companies
- **ME4Change** – Empowering young migrant entrepreneurs ("Migrapreneurs", 18 – 34 old) for change, European project
- **SINGA Italia** – European network, communities accompany refugees in their professional projects
- **Association IRENE** – European network, developing social entrepreneurship skills and competences for unemployed migrants and refugees (re-cycling and re-use)
- **AFOL Metropolitana** – job placement, especially for weaker groups
- **Fast Track Integration** – with the goal to shorten the time from arrival to work, matching newcomers to the "right" jobs
- **Internships in companies** – organised by the PES and the municipality
- **Berlin Jobcentres** – special programmes for activation and preparation for the labour market, placement activities
- **Senate of Integration, Labour and Social Services** – co-financing labour market programmes of the Federal Employment Service, also for refugees
- **Job coaching for refugees** (Berlin Senate Administration) – accompanying and coaching refugees on their way into the labour market in cooperation with Jobcentres and firms
- **ARRIVO and ARRIVO Soziales** (see above)

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- **Step2austria** – guidance and support in job finding
- **WAFF** - Viennese Funds for the Advancement of Workers and Employees – amongst other: preparation for the labour market, job offers
- **Project CORE** – creates new integration offers that make integration easier for refugees and accelerate the entire integration process
- **Wirtschaftsagentur Wien** – programme Mingo – supporting migrants who want to set up a company or further develop a company
- **Vienna Business Agency** – supports people with a refugee background on their way to becoming self-employed
- **Vienna Board of Education** - Integration programme for refugees who are teachers
- **FSW** – placing asylum seekers in charitable work, traineeships and apprenticeships
- **HABIBI & AWARA** restaurant run by refugees
- **SINBAD** mentoring programme
- **Madrid Agency of Employment** – knowledge of the labour market, job placements
- **Municipal Offices of Information and Guidance** – overcoming barriers in accessing employment, consulting employers about procedures to contract a foreign person
- **IT and Employment Advice Service** – accessing employment, design of personalized plans and supporting active job seeking
- **Pre-Employment Trainings** - 16 to 25 yo (waiting staff, warehouse operators, ICT)
- **Occupational Trainings** – for adults, waiting staff for restaurants and bars
- **Employability Programme for Refugees** - IKEA Ibérica –to improve employability of refugees and asylum seekers and to create job opportunities for this group
- **National Employment Service** – various programmes related to active employment policies, like practical work experience, providing labour market counselling services

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SPECIAL MEASURES FOR WOMEN

- **Point** – National financed project of Goldnetz – offers action for labour market integration of refugee women
- **ARRIVO** – amongst other: special courses for female refugees, where they can try out various craft trades and health professions
- **Local Social Capital and Perspective, Development and Employment (PEB) Programme** – offer – amongst other – special measures and activities for women
- **Neighbourhood Mums (Stadtteilmütter)** – a programme exclusively for women who care for other women/ mothers (migrant and refugee females)
- **Basic Education (MA 17 and BMBWF)** – youth and women, offering child care
- **Erstberatungsstelle** – special settings for women counselling, including childcare
- **Different organizations** (Interface, Station Wien) offer German courses for women or counselling for women (Peregrina, LEFÖ, Orient Express)
- **ABZ Austria** – "Meine Sprachen" – Literacy in German and Farsi – special German course for women
- **Occupational trainings** – like trade assistant, waiting staff for restaurant and bars (courses especially for women)

BERLIN

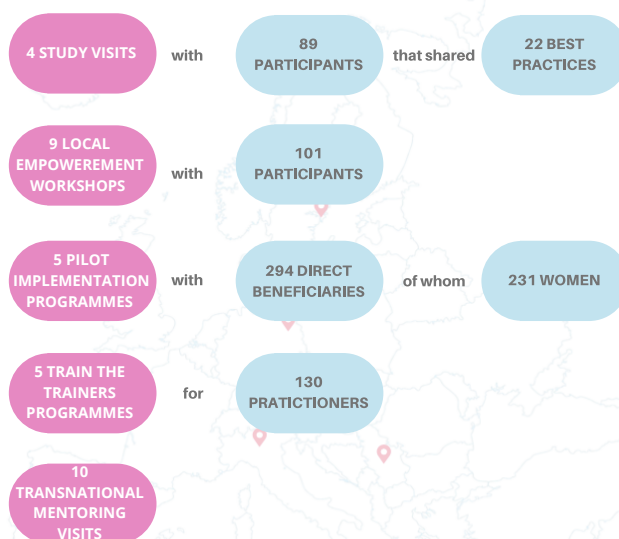
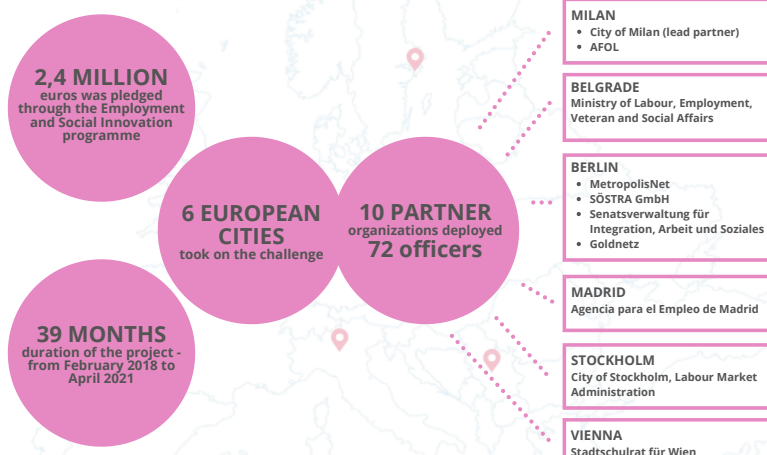
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FAB PROJECT IN NUMBERS

FAB OUTLOOK IN MAGIC NUMBERS

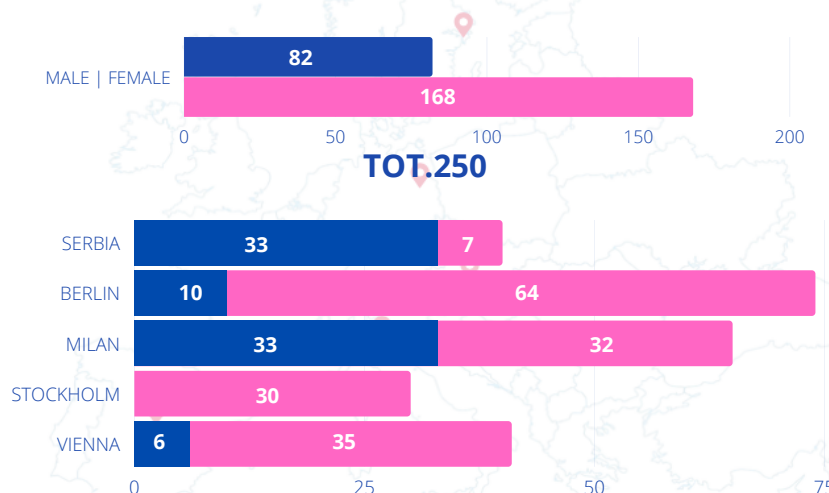


MOREOVER

30 WOMEN WERE HIRED IN STOCKHOLM AS A RESULT OF THEIR INCREASED SKILLS AND THIS LED TO AN EXTRA 7,000 WOMEN ENGAGED WITHIN THE FRAMEWORK OF THE PROJECT

2 PILOT PROGRAMMES BECAME PERMANENT CITY POLICIES IN STOCKHOLM AND VIENNA BEFORE THE END OF THE PROJECT.

FAB PARTICIPANTS



INCREASING KNOWLEDGE

WHAT HAPPENED IN BERLIN

Job Boost combines components of 3 programmes from Stockholm: Swedish for Professionals (SFX), Vocational Training for Immigrants with integrated language education (YFI), Unit for external employer collaboration (EfAS)

Objective	Support labour market integration for (highly) skilled refugees and third-country nationals
Target group	Refugees and third-country nationals with pre-existing qualifications and / or work experience and good command of German (level B1), focus on women
Activities	Coaching to define the work opportunities to be pursued Training on labour-market related topics, combined with language training (team teaching approach) Support job placement and counsel during application and onboarding process

Preparing the pilot: January - June 2019

Addressing potential participants:

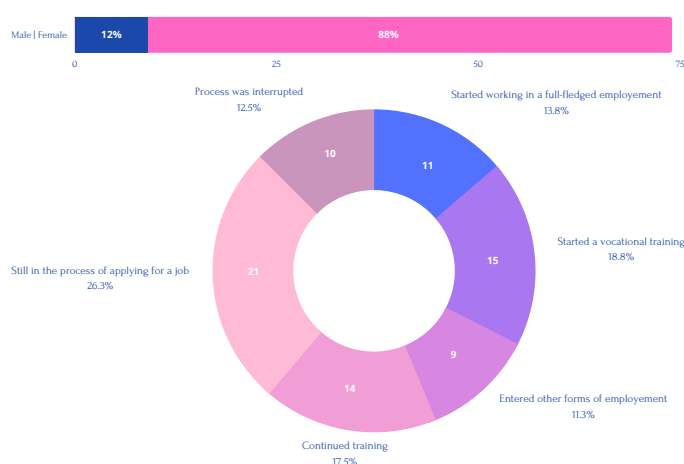
- 6 months of project activities
- 61 potential participants get in touch with the operative partner
- 24 persons entered the project
- Ultimately, 74 participants were admitted to the project, 65 of which were women
- 121 persons interviewed as potential participants

Service delivery: June 2019

The preparation phase started in Nov 2019. Between Nov 2019 and Feb 2020, there was a weekly 4-hour group session covering also these topics:

- Presenting oneself / job interview
- German labour market: legal framework
- Everyday interaction on the job / unwritten rules
- Job search strategies
- Company visit (hotel)

JOB BOOST OUTCOMES



Read the [Berlin Case Study](#) and [look at the video](#).

Neighborhood mums programme aims to engage newly arrived women with the help of longer established women with similar cultural background. Currently, 5 of 16 of the city districts realize the project.

Objective	Train unemployed migrant women to become a peer counsellor on legal rights, education, labour market, and social support systems in Sweden
Target group	Migrant women on long-term social benefit with sufficient command of Swedish
Activities	Carry out preparational training course Support and supervise neighbourhood moms during counselling activities

The NM project in Stockholm structured mostly on country districts' level. In every district there are administration units hiring NMs. Councilors are responsible for providing the NMs with tasks and support them in their everyday work life. Above them some administration units managers are the steering committee's members.

The diagram illustrates the governance structure of the NMs' network. At the top, the **Steering committee** and **Project management** (both in orange rectangles) are connected to the **Councillors' network** (green oval). The **Steering committee** oversees five **Manager** (blue ovals) roles, each associated with a **City district** (blue rectangles) and a **Councillor** (blue oval). The **Project management** oversees the **City district 3** and its **Councillor**. Below the **Councillors** are the **NMs** (blue rectangles). The **NMs' coordinator** (blue rectangle) is at the bottom, connected to all **NMs**. The **NMs' network** (green rectangle) is at the bottom right, connected to all **NMs** and the **Councillors' network**.

Now it is set that it must be women with a migrant background, being far from labour market (long-term social benefit) and a sufficient language level in Swedish. According to the district managers, especially the low language level is a problem when it comes to find the right people for the job. Furthermore the NMs must want to be educated, plus now they have a one month internship to find out whether working as a NM works or not. Mostly, NMs are recruited via the jobcenters, partly they were counselled women before. For the NMs interviewed, their experience as newly arrived women who hadn't any help was an important motivational factor to make the job. Project coordination, district managers and NMs highlighted the importance of the training. This is a key factor for the project's success. Training courses take 80 hours.

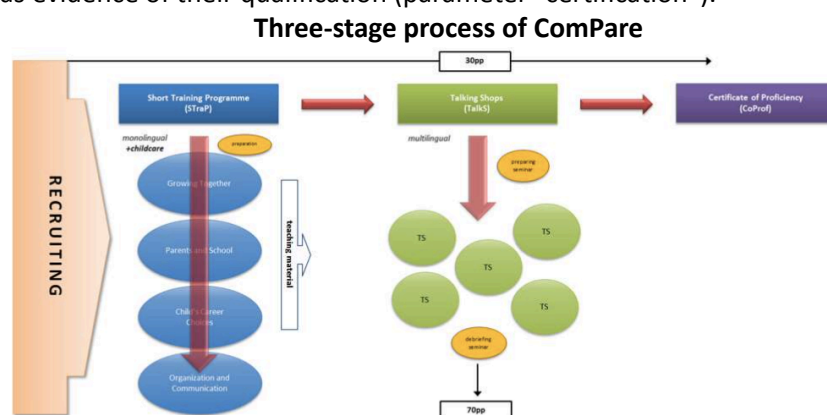
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WHAT HAPPENED IN VIENNA

ComPare (Community Parents)- Guidance services for parents and young people, is inspired by Milan's good practice Esagono. The programme aims to tackle early school drop outs by providing families with counselling guidance.

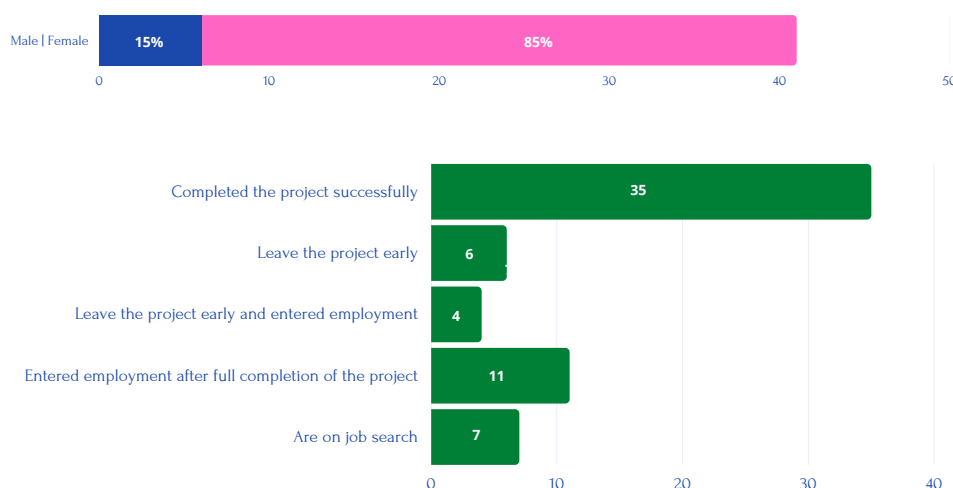
Objective	Train parents to become a peer counsellor on the Austrian educational system
Target group	Parents, usually with migrant background, with sufficient command of German
Activities	Carry out preparational training course Support and supervise community parent during counselling activities

The project ComPare tackles the problem that especially for parents from migrant communities, the complex Austrian education system harbours ambiguities and uncertainties that often form the basis for misunderstandings in the schools. It consists of a three- stage process of "Recruiting", "Short Training Program" (StraP) and "Talking Shops" (TalkS). After successful completion of the three phases, the participants receive a certificate (CoProf) as evidence of their qualification (parameter "certification").



Not all participants were migrants. Rather, the project was intentionally opened up to native Austrians as well in order to prevent segregational effects. Therefore, 12 participants (29 %) were born in Austria and of German mother tongue. Also among non-native speakers, language proficiency was high: Half of them had excellent language skills; about the same share had been living in Austria for more than 10 years. The most important countries of origin were Syria and Afghanistan (5 participants each).

COMPARE OUTCOMES



Read the [Vienna Case Study](#) and [look at the video](#).

WHAT HAPPENED IN MILAN

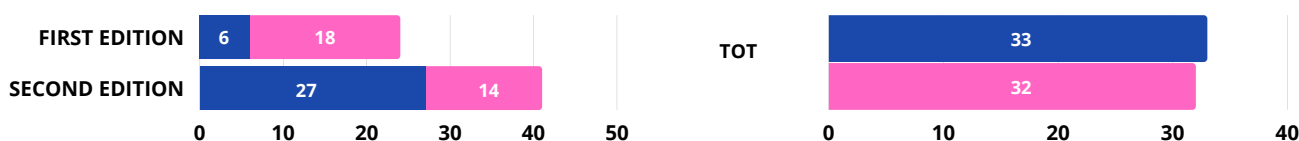
IFX – Italian for Professionals is inspired by Stockholm’s good practice SFX – Cucina / Swedish for Professionals. The programme aims to provide profession-specific language skills to increase participants chances to enter the job market.

Objective	Provide professional training, combined with language training, for skilled refugees and third-country nationals
Target group	Refugees and third-country nationals
Activities	Carry out professional training in cooking, combined with language training (team teaching approach) and involving of a cultural mediator Provide guidance services for employment

It was necessary to plan 2 editions of training for the effective involvement of the numbers (in terms of participants), expressed by the aims of the project. The first edition took place between January and July 2020. The second edition took place between November 2020 and January 2021. All the interventions were scheduled with a part-time frequency of 4 hours per day, 4 days per week during the first edition and 5 days per week during the second edition.

MILAN PARTICIPANTS

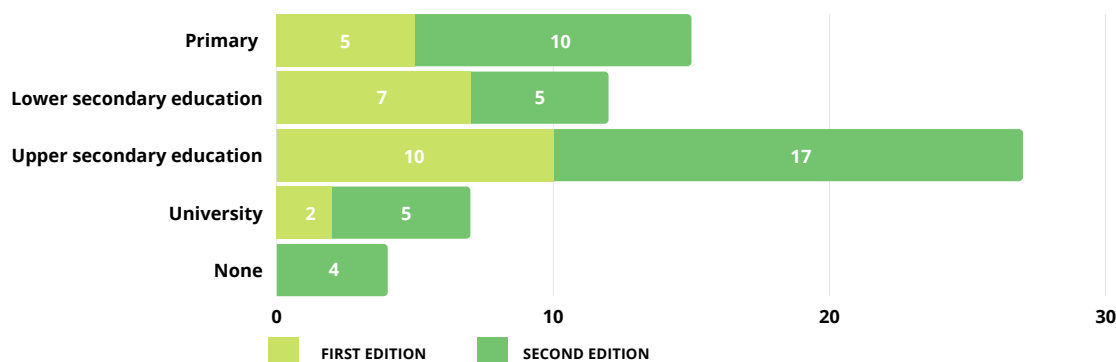
GENDER



AGE OF PARTICIPANTS



LEVEL OF EDUCATION



Read the [Milan Case Study](#) and [look at the video](#).

WHAT HAPPENED IN BELGRADE

APP - Info System for Refugees implemented Policies for employment services, inspired by Milan's good practice CELAV. The multi-stakeholder programme aims to enable job centres in supporting the inclusion of refugees in the job market.

Objective	Provide new sources of information for refugees and asylum seeker on legal rights, rules, procedures and opportunities of education and employment and job search
Target group	Refugees and third-country nationals, professionals working with these
Activities	Develop a web application with information on legal rights, rules, procedures and opportunities of education and employment and job search in English and Serbian (https://asylum.rs/) Develop leaflets with condensed information on these topics Carry out info days at receptions centres Carry out training sessions in Serbian language and IT skills

The pilot consisted of four activities:

1. The web application provides information on legal rights, rules, procedures and opportunities of education and employment and job search to all asylum seekers on Serbian territory in Serbian and English (<https://asylum.rs/>). The objective of the web application was to ensure easy accessibility of relevant information by establishing a single point of information. The web application went online in October 2020. Until March 2021, it has been visited 149 times. After completion of the FAB project, the Commissariat for Refugees and Migration of Serbia will take over the administration of the web site.
2. The leaflets pursue a similar goal: They provide information on education and employment and links to important websites aiming refugees to be informed about their possibilities on the territory of Serbia. Already existing brochures on different topics were collected and evaluated to draft one leaflet combining all necessary information. For this purpose, the different working group members create the content given their different perspectives and decide on the number of brochures to be printed. The texts were checked by the partner from the Commissariat for Refugees and Migration with regard to terminology and easy language. 500 leaflets have been distributed during the info days at Krnjača and Banja Koviljača reception centers in February 2021. Consecutively, leaflets will be distributed in all Serbian refugee centres.
3. Raising awareness about rules, procedures, and rights of education and employment of asylum seekers in Serbia, as well as the role of the National Employment Service and other institutions involved in the process is the main objective of the info days. They consist of 4 hours sessions in which residents at reception centers receive information on employment and education. The info days are hosted by experts from the National Employment Service, thus ensuring up-to-dateness of the information presented. Staff at the centers are invited to the info days, too. Thus, the info day sessions also serve as Train of Trainers. Until March 2021, two info days had taken place, reaching a total of 18 refugees and 5 staff. Moreover, it is planned to roll out info days across all centers in Serbia in the future.
4. The language and IT training courses took place in February and March 2021 in Banja Koviljača, Krnjača and via online platforms, with a duration of two months. The curriculum had been developed in close cooperation of the working group members as well as a local school. Due to the restrictions in the context of the Covid-19 pandemic, the trainings were designed as blended learning, comprising study phases at the school and online. Until end of March, 40 participants had entered the trainings.

Read the [Belgrade Case Study](#) and [look at the video](#).

WHAT HAVE WE LEARNT



Alda Fiordelli: One size does not fit all! The more we can move from standardised services to services tailored to a specific target group, the more we can respond to the needs and achieve real results.

Giuseppina Corvino: We have learnt that for implement an effective multi stakeholder approach the City Administration has to create a sound environment, in which all actors can bring in their competences and capacities which will lead in the end to better results in the process for all.



Comune di
Milano



Uroš Živković:

The FAB project mainly contributed to the horizontal cooperation and coordination relevant national and international stakeholders. We've seen a rise of institutional capacity of all organisations involved, which lead finally to better services.

Margrit Zauner: Once more we learned that it is good to have Europe and to have friends in Europe, to visit each other and see how things work in other cities. So we can learn from other cities and adapt to our local context.



Elena Grilli: We learned many things, but one was that mentoring between cities is method full of value, sense and life on the local and the translational level. And as well that the European Partnership and Intervention model and be a concrete method of work and hopefully a model to be adapted.



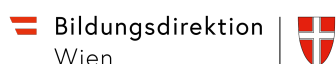
Karin Pfluger: This project was especially enriching through the international exchange with the European partners and especially productive through the good cooperation in this network. It was inspiring through the testing of team teaching, which was a first for us! And it was successful, we were able to integrate 60% of our participants into work or training.

Carmen Gutierrez: We have learnt that union is strength. Coordination between administrations is important for inclusion. Employment is very important to get included not only in the labour market but in the whole city. And we have learnt a lot during the exchange of good practices with the other cities.



Åsa Enrot: What we have learnt was summarised by one of our Neighbourhood Mothers: It is universal for women to support other women! With relatively little effort by the authorities this method leads to more equality for women on the labour market. Neighbourhood Mothers create trust and become role models. Through the FAB project we got the possibility to gain inside information from the Berlin project and then developed a method adapted to the local needs that will now live on in Stockholm.

Silke Kriwoluzky: There are many ways to deal with similar challenges and there is not one perfect solution to tackle a problem, let's try to keep this mental openness to find solutions to problems for our future work.



Wilfried Swoboda: we learnt that a successful transition process always needs dialogue, exchange and mutual respect.

IMPACT ON MIGRANT INCLUSION PROCESS

LESSONS LEARNED

Besides improving service delivery and intensifying capacity building in the partner regions, FAB project was designed to produce new insights and experiences for developing innovative European models of policy approaches, practices, methods, and guidelines for fast track integration of refugees and third-country nationals, especially for women.

Policy approaches for fast track labour market integration

Over the course of FAB project, it has become clear that the process of labour market for refugees and third-country nationals consists of five typical steps:

- Arrival and basic needs (including housing and health);
- Acquire system knowledge, i. e. knowledge on rules, laws, institutions, support systems;
- Learn the language;
- Obtain recognition of existing qualifications and / or improve skills;
- Enter the labour market.

Within FAB, two ways of accelerating this process have been implemented and tested successfully: Speeding up each step individually, or combining the steps so that two can be taken at once. A speed-up of individual steps happened with regard to the acquisition of system knowledge, either by developing new, consolidated sources of information (Serbia) or by developing peer-to-peer approaches of information and counselling (Stockholm and Vienna). Also, labour market entry was sped up by supporting job placement and by providing counselling during the application and onboarding processes (Berlin). A combination of steps was at the core of the pilot projects in Berlin and Milan, where professional and labour market related trainings were combined with language training, employing the successful approach of team teaching.

Moreover, it has to be noted that the process of labour market integration sketched out above is non-linear: Certain topics, especially language acquisition, are a continuous task over the full course of this process (and beyond). Others may re-emerge at different points of time, e. g. meeting the basic needs and acquire system knowledge. This is especially true for women, who not only need to make sure that their own basic needs are met and learn about the rules and settings which play a role in their personal lives, but often also bear family duties and therefore need to deal with additional issues such as child care and education. As a result, for each person in this process of labour market integration, it needs to be re-evaluated on a regular basis what is the current step to be tackled and what service is appropriate to support this step. This is the major task of supporting institutions such as labour market counselling or coaching, as has become apparent especially in the pilot project in Berlin.

While it is possible to provide services and support in order to speed up the process of labour market integration, each step needs to be taken by the people to be integrated. For these, the process can at points be tiresome, frustrating, and even seem impossible to accomplish. These moments of doubt and despair can be avoided by building up self-confidence and empowerment. Empowerment has played a major role in many FAB pilot projects: In Stockholm and Vienna, migrant women became counsellors for their peers, providing valuable services to others. In Berlin, coaching helped participants to identify areas of occupation that fit their interests and capacities, and helped them to enter into first jobs they felt capable and comfortable to work in (be it charity or part-time work or a full-time employment), thus providing them with a valuable experience of success in the unknown working life in the receiving country.

Policy approaches for labour market integration of women

Female refugees and third-country nationals face specific challenges over the course of labour market integration. First of all, many of them bear family duties. This means that they have to deal with numerous issues outside occupation, e. g. child care, education, health care for children etc., which might (temporarily) be of higher relevance to them. Also, they have less time for activities which support labour market integration, be it language courses, professional training or internships. Therefore, practices need to be designed such that they fit women's demands both in terms of time required and in terms of content. Designing practices according to women's disposable time slots implies that they need to be flexible, e. g. by making use of digital tools and by employing blended learning or counselling methods (as tested in the Berlin pilot). Also, part time courses and / or additional child care during training hours might be necessary. Picking up on topics from women's realities of life in a practice (e. g. education in the receiving country, as in the Stockholm and Vienna pilots) can help to attract women to labour market related practices which would otherwise be of less interest at the specific moment.

Second, women, especially those from societies with a conservative division of labour within the family, tend to assign a lower personal relevance to paid work. This means that either migrant women have no work experience and do not consider paid work as a relevant option at all, or that their initial occupational choice has not been driven by personal interest, but rather was a result of financial constraints, social conventions and family influence. Therefore, the process of labour market integration may require an extended phase of (re-)orientation towards new occupations. In this context, a the perspective can be broadened to also include options such as taking up a vocational training or entering self-employment.

Third, female refugees might have experienced serious trauma which can differ from those experienced by male refugees. Therefore, safe, women-only spaces and settings might be necessary for women in order to help processing trauma.

Process of developing new policy approaches

FAB project was based on the idea to improve labour market integration of refugees and third-country nationals through mainstreaming of relevant and tested policies, measures and practices. However, the project has shown that a direct and full transfer of practices is difficult due to vast differences in settings and framework conditions. Still, existing approaches from other contexts can be a valuable stimulus to develop something new which picks up certain aspects of a measure and integrate them into the existing structures and settings. This approach requires a deep understanding of both the good practice from the transferring partner and one's own challenges and restrictions. Therefore, such a transfer process requires a lot of exchange, but it can also induce a re-evaluation and discussion of one's own framework conditions, potentially improving capacities both at the receiving as well as the transferring partner's level. In order to fully capitalize on these discussion processes, it is vital to involve a diverse set of stakeholders from each context.

[Read the Final Evaluation Report.](#)

THE CHALLENGE OF INCLUSION

FOR A NEW EU PARTNERSHIP MODEL OF INTEGRATION



Develop a more dynamic and coordinated model between the different administrations and a greater role for the municipality social actors and 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.



Local action plans for the employment and integration of refugees and migrants and strengthening the outreach work from local authorities and NGOs.

One-stop-shop for the reception service following the principle "Integration from day one" by concentrating on the most pressing problems, with an integrated approach.



Combined language and vocational training courses for faster integration: Dual system of training + work and recognition of skills.

Business involvement, a key factor for successful labour market integration



Programmes that support the entrepreneurial spirit and self-employment of refugees or improve the employability of refugees.

Special measures for women: special settings of counselling, extra language classes and vocational training towards special professions.



[Read the Final Recommendations.](#)

Summary of the Evaluation Results

FAB PROJECT INDEX

INTRODUCTION
STORIES OF INTEGRATION
THE POLITICAL CONTEXT
THE FAB PROJECT APPROACH
THE FAB PROJECT IN NUMBERS
INCREASING KNOWLEDGE
WHAT HAVE WE LEARNT
IMPACT ON MIGRANT INCLUSION
PROCESS
THE CHALLENGE OF INCLUSION

The variety in FAB was huge: in terms of settings, in terms of challenges, and in terms of approaches that have been implemented. Still, what we could see in the project is that the steps that need to be taken on the path to labour market integration of refugees and third-country nationals are the same.

First, it is about meeting their basic needs, provide housing and health care. Then, newly arrived people need to understand the system in which they are living now: What kind of support can I get where? What are the written and unwritten rules of society? Then they need to learn the language; and often, they need to improve their skills or adopt new ones in order to fit the demand on the labour market. And then, finally, it is about finding a job – and keeping it, that is, operating in the working environment on a daily basis.

What can be done to speed up this process? Basically, there are two ways: Speeding up the individual steps or combining them so that two steps can be taken at once. Both approaches have been implemented and tested successfully within FAB: Take, for example, the new app developed in Serbia, which assembles all necessary information for refugees and third-country nationals in one spot. Or take Stockholm or Vienna, where systems of peer counselling have been set up. These are approaches which help to speed up the process of learning about institutions and support systems in the host country. As for the combination of integrations steps, look at JobBoost in Berlin or Italian for Professionals in Milan: Here, professional trainings were combined with language training, thus tackling two steps on the integration path at once.

But even if we manage to speed up this process, we need to keep in mind that it often takes a lot of time. And this is also due to the fact that it is non-linear, especially when it comes to learning about the system and to language acquisition: These are issues that keep coming up again and again over the course of several years. For example, a basic command of the language of the host country might be sufficient for everyday live, but not for a job. Or take a person who is about to enter the labour market: All of a sudden, she needs to learn about all those unwritten rules of working in the host country – something that had not been relevant before.

Empowerment has played a major role in almost all pilot projects within FAB: Neighbourhood moms in Stockholm or Community Parents in Vienna acquired the knowledge and competences to support their peers. Participants in Milan saw that their cooking skills from their home countries were valuable and interesting even for the Italian chefs who trained them. And participants in Berlin were guided through the difficult transition into the first job in the host country, providing a valuable experience of success in an unknown environment.

In FAB, we have seen five successful approaches how to support specific steps on the path to labour market integration. But in the end, what is just as important is making sure that the person we want to support is willing and able to take these steps.

[Look at the Final Conference Documentations](#)