



INTERNISA

Developing the INTERNISA network of synergies to increase the number of digitally skilled women employed in the ENI CBC MED territories via matching demand and supply in the labour market

Output 5.3 Development of the INTERNISA offline spots

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Project Summary

Title	Developing the INTERNISA network of synergies to increase the number of digitally skilled women employed in the ENI CBC MED territories via matching demand and supply in the labour market
Acronym	INTERNISA
Duration (months)	30
Thematic Objectives	A.3 – Promotion of social inclusion and fight against poverty (Promote economic and social development)
Priority	A.3.1 – Provide young people, especially those belonging to the NEETS and women, with marketable skills
Target EU Partners/Countries	5
MPC Partners/Countries	4
Associate partners	1
Geographic Coverage	Greece, Jordan, Spain, Spain, Greece, Tunisia, Lebanon Palestine, Italy
Budget	3.860.430.36 €



Contents

Introduction	5
Part 1: Offline spots rationale	7
Methodology	8
Part 2: How to establish an offline spot	10
Infrastructure	10
Equipment	11
Arranging spaces	12
Offline spots operation	13
Personnel requirements	15
Part 3: Services & Procedures	23
Services to Women	23
Dissemination of offline spots	23
Access	24
Training	24
Job readiness development	25
Networking	29
Services to Businesspeople	29
Access	30
Training	30
Networking	31
Matching: Announcements; Job openings and Requests for synergies	31
Services to Public sector employees	32
Group Services & Activities	33
Part 4: Good Practices	35
Italy	35
Good practice: Inventor Lab – hackathon to support female entrepreneurship	35
Good practice: Donne in quota	37
Good practice: Agreement between the Italian Banking Association (ABI), national government and business associations	38
Lebanon	39
Good practice: Skilling Up Mashreq	39
Spain	41



Good practice: National Youth Emancipation Network (Xarxa Nacional d'Emancipació Juvenil – XNEJ)	41
Good practice: DANA	42
Good practice: MAREM Digital HUBs.....	44
Greece	46
Good Practice: Open door sessions	46
Good practice : Training, Internship, Certification and Counseling Actions for Unemployed Young People Aged 18-24, in the ICT Sector.....	47
Good Practice: Grow Greek Tourism Online.....	49
Part 5: Basic benchmarking requirements for the effective function of the offline spots.....	51
Infrastructure and equipment	51
Operation	51
Personnel requirements	52
Services & Procedures	54
Conclusions	55
Challenges	55
Limitations	55
References	57
Annex 1: INTERNISA offline spots Code of Conduct	58
Annex 2: Poster against Violence.....	60
Annex 3: Flyer against Violence- Example	62
Annex 4: Curriculum Vitae (lack of working experience).....	63
Annex 5: Curriculum Vitae (low skills)	65
Annex 6: Cover Letter	66
Annex 7: Job Seeking Process	67
Annex 8: List of Common Job Interview Questions	68



Introduction

Output 5.3: Development of the Internisa offline spots was prepared as part of the INTERNISA project, **“Developing the INTERNISA network of synergies to increase the number of digitally skilled women employed in the ENI CBC MED territories via matching demand and supply in the labour market”** by Actionaid Hellas. The Project is funded by EU and ENI CBC MED Program, lasts for 30 months and is being implemented in seven countries (Greece, Jordan, Spain, Italy, Palestine, Lebanon, Tunisia) by the Region of Central Macedonia (Lead partner), ActionAid Hellas, Al Balqa Applied University, Catalan Youth Agency of the Government of Catalonia, Andalusia Federation of Municipalities and Provinces, SQLI Services, Chamber of Commerce Industry and Agriculture of Beirut and Mount Lebanon, Arrezzo Innovazione, and ActionAid Palestine.

The main aim of the INTERNISA project is to bridge the digital gender gap and reduce women unemployment in the European neighborhood area, through interventions in labour demand & supply and innovative employment services. INTERNISA will transform the labour market in four sectors (agri-food, textiles, financial, tourism) via the development of a network and of interventions to match labour demand and supply therein based on the Search and Matching Theory. The project will develop: a) Materials to train women on necessary digital skills to work in the digitalizing agrifood, textile, tourism and financial sectors, b) Training materials for businesspeople to gain knowledge about digitalized business models, the application of which will lead to increased hirings of digitally skilled women, c) Portal, mobile app and offline spots allowing women and employers to come into contact for traineeships, crowdworking & full-time hirings. The project will also identify good policies and practices for advancing women’s employment and digitalization.

The document was produced in the context of WP5 Pilot Actions Led by RCM and Output 5.3: Offline spots. WP5 aims to complete the INTERNISA foundations and labour demand & supply interventions, by developing the structures and tools, such as the INTERNISA MoC and the INTERNISA portal, mobile app and offline spots that will allow women to receive training on digital skills and businesses to implement digitalized business models and expand their trade in the Mediterranean, come into contact and collaborate.

Output 5.3: INTERNISA offline spots foresees the establishment of offline spots in each partner country in already existing infrastructures that women and businesspeople looking for training, jobs, employees or opportunities for trade will be able to visit and receive all services, i.e. access to training materials, job adds and requests for synergies. The INTERNISA offline spots will provide a) access to services to people without internet skills or even access, and b) an infopoint where people will be able to receive more detailed information.

This report outlines the guidelines developed by ActionAid Hellas for setting up the offline spots, including information on the setting-up process, the equipment to be rented/purchased, and personnel requirements for their operation. In addition, basic benchmarking requirements are developed and provided to ensure effective function of the offline spots across the different countries and organizations. All partners have reviewed the guidelines to ensure they are applicable to their territories and are expected to prepare them based on these guidelines.

Elaborate guidelines for the establishment of the offline spots in every partner country are provided in this report.



Part 1: Offline spots rationale. The first part presents the rationale and the methodology of the offline spots. The rationale includes the objectives of the offline spots, whereas the methodology presents the advantages of the offline character of the spaces to be created as part of the INTERNISA project.

Part 2: How to establish an offline spot. The second part includes all information related to equipment needed to establish the offline spots, but also the possible ways of arranging the furniture equipment according to the services and the activities foreseen to take place in each space. The guidelines include both necessary and complementary material and equipment to respond to the needs of different venues. Tools and templates facilitating the operation of the offline spots are also provided. Finally, the personnel requirements are included, for ensuring the quality of the services and activities and the effective function of the offline spot.

Part 3: Services & Procedures. This part focuses on the services expected to be provided by the offline spots to women, businesspeople and public sector employees visiting the created spaces. These services include both individual and group activities, each serving different goals. The procedures that expected to be followed by partners in delivering the services are also provided in this part.

Part 4: Good Practices. This part includes good practices related to matching employers and women employees, development and enhancing of skills. The good practices are drawn from all the participating countries to enrich the material and ensure that the designed guidelines are relevant to the national contexts.

Part 5: Basic benchmarking requirements for the effective function of the offline spots. The final part presents the minimum requirements for the establishment of the offline spots, whereas the limitations of the offline spots, considering their operation as part of a specific project are discussed.



Part 1: Offline spots rationale

Important part of the pilot implementation stage, and of the INTERNISA project as a whole, is the establishment of the Offline spots in each country member of the consortium. In a nutshell, the INTERNISA Offline spots are spaces which people with low digital skills can visit to gather information, acquire skills through training, apply for jobs, find employees or people to cooperate.

More specifically, the objectives of the offline spots are to engage women and businesses and public stakeholders in the offline spots activities, to facilitate access to equipment and information, develop digital and soft skills, forge synergies among the different stakeholders and promote crowd working hirings.

Partners involved in this action are expected to set up the Offline spots preferably **using an already existing infrastructure to ensure sustainability of the offline spots** and based on the guidelines presented here. The offline spots incorporate all tools produced as part of the project, such as the portal, the mobile application and the training curricula, which will be promoted and utilized by the members of the target groups of the project.

Main target groups and beneficiaries of the offline spots are women and businesspeople. More specifically, the project aims to attract women looking for training or employment, and businesspeople who are looking for employees or opportunities for trade and synergies. Additionally, public sector employees and policy makers' representatives can join the offline spots and become members of the INTERNISA network. The INTERNISA offline spots will provide a) access to services to people without internet skills and b) an info point where people will be able to receive more detailed information. The offline spots will function in parallel with and utilizing the online platform and the mobile application created as part of the project. However, the establishment and operation of the offline spots have added value for the project objectives.

- The offline spots, operating primarily with the use of the developed tools, such as the online portal and the mobile app and promoting the use of the tools by beneficiaries, will enhance sustainability of the project results.
- Physical presence and interaction among different actors will enable the cultivation of bonds and of social capital in the local communities.
- People without internet skills will be able to acquire skills and make use of the facilities and the opportunities offered by the offline spots.
- People without access in digital equipment and/ or lack of internet access will be provided with all the necessary equipment.

The offline spots will be the meeting point integrating all parts of the INTERNISA project and hosting members of all target groups.

As in the case of the online tools, the offline spots will be assessed based on the project KPIs and specifically on the:

1. number of women trainees and/or looking for jobs,
2. number of participating businesses and public stakeholders,
3. number of initiated and completed traineeships,
4. number of initiated and completed crowdworking hirings,



5. number of initiated full-time hirings,
6. number of developed know-how synergies between firms,
7. number of developed trading synergies between firms.

Actions should be taken to ensure active participation in the offline spots and use of the online tools of all relevant parts. The following sections will present the methods that will be used to achieve the goals of the offline spots, the services to be included and the necessary equipment.

Methodology

The INTERNISA project promotes the development of digital skills, remote working and networking. Nevertheless, the project recognizes the importance of face-to-face interaction in learning, networking and entering the labour market. Therefore, offline spots are designed to be established in all participating countries allowing physical presence and participation in the project intervention. The offline spots will utilize all the tools designed and developed by the project, increasing the impact and the sustainability of the project results.

The offline spots provide access to technology and information and training opportunities for skills development, whereas the gathering in a common space lays the ground for matching employers with employees and for cultivating the sense of belonging in community. Through the provided services, participants will be able to acquire skills or enhance existing ones and will gain access to the labour market or to human resources. Women and businesspeople will have increased material resources and increased sense of self-efficacy for their active participation in the labour market.

More specifically, the offline spots methodology serves the following objectives:

Access

Taking into consideration that all operations will be provided on the online platform of the project, the significance of the offline spots lies on the fact that they will serve people without internet skills or access to necessary equipment. The offline spots will remove these restrictions and provide opportunities to women and businesspeople to achieve their goals. Both women and businesspeople will be able to use the equipment, to acquire knowledge on existing technologies and learn how to search and gather information. Participants in the offline spots will be able to draft their resume (CV), learn how to use job platforms, search for a job or post job offers. The offline spots will operate, in this case, as the space connecting beneficiaries to the incessantly growing digital world.

Acquiring knowledge

Participants in the offline spots will also be able to receive training on digital tools and apps that will help further improve their access to information regarding employment in the sectors of their interest. Especially in the case of individuals who did not participate in the project trainings, the offline spots will enable participants to make use of the tools created and the training curricula developed as part of the project. This will also increase sustainability of the project results.

Development of soft skills

Even in a growing digitalized world, soft skills remain key in a professional environment both physical and digital (Vrabec, 2019). The offline spots will benefit participants in that respect by enabling the practice and development of personal skills through interpersonal interaction.



Matching supply and demand

The methodology of the offline spots enables the assessment of the level of convergence between offer and demand through the interaction of employers and employees and possible matching of businesspeople with women. This process can be designed, guided and regulated by the partner responsible for the offline spots. However, the assessment and matching can even occur naturally among the participants in the offline spots. This is of great importance because both sides (businesspeople and women) can assess themselves, their needs and competencies, reflect on their existing beliefs and organize their action to achieve the desired result.

Peer-to-peer support

Peer to peer support has been recognized as extremely effective and helpful for individuals to recover from difficult situations (e.g., alcoholism, mental health issues etc.). The effectiveness of the method lies in the fact that individuals, who share some common experiences, voluntarily engage in a supporting relation where both sides have the same status and respect each other (Mead *et al.*, 2001). As part of the offline spots, participants will have the chance to engage in such relations. Sharing their experience, either as women who are trying to enter the labour market or as businesspeople who are actively trying to improve their business and move on the digital era. Exchange of experiences often leads to finding solutions to existing issues, to collaborations or to improvement of the emotional and psychological state of the people engaging in such a relation (see, for example, Good practice: MAREM Digital HUBs)

Community building

Peer-to-peer support is very much connected to community building and social capital increase that can and is expected to result from the specific methodology.

Not only will the offline character of the spots empower individual members of the community but will also increase social capital through cultivating relations and strengthening social bonds (Yasmin, F., Parvin, G.A., 2008).

Defined by Putnam (1993), social capital refers to the resources or reserve of a collective available to its members to effectively meet the demands of a situation. These resources are limited in societies where individuals are isolated and social bonds are weakened (Smith, 1998), as in the case of societies facing financial crisis or the COVID-19 pandemic.

The offline spots will enable the creation of a network. The network will facilitate matching women and employers but more importantly it will act as a support mechanism for members of the network. Through face-to-face interaction and socialization¹ always in adherence with possible measures, participants will exit isolation, heightened by the COVID-19 pandemic. Social cohesion is expected to be increased through the activities in the offline spots through sharing of experience but also of values, whereas the created network will act as support for its members in time of need (Kingsley & Townsend, 2007).

The empowerment of the individuals-members of the created network will have positive effects for the community at large. With increased self-efficacy, individuals will be more able to actively engage in the life of the local community. Having experienced the positive effect of the offline spots, participants will act as multipliers, attracting more people of the local community to participate in the offline spots and the created network. The model of cooperation within the context of offline spots can function as the basis for future networking, cooperation and civic engagement (Putnam, 2013). Consequently, the positive impact of the offline spots is expected to be sustained after the completion of the project activities benefiting the local communities as a whole.

¹ Interaction will occur, in each national context, in line with measures preventing the spreading of the COVID-19.



Part 2: How to establish an offline spot

This chapter includes all the guidelines on the setting-up an offline spot. The first part of the chapter focuses on the infrastructure and the basic requirements of the offline spot venues to be accessible and safe for the participants. The second part presents the material with which the infrastructure needs to be equipped for its operation, whereas the last part is devoted to the personnel who will operate the offline spots and will deliver the activities and the services in the offline spot.

Infrastructure

The first step to the establishment of the offline spots is the selection of the venue. If a venue is already available in the infrastructure of the institution or organization, then we should make sure that the following criteria are met. This may demand to make changes in the space. The benefit of using an already existing space is related to the sustainability of the project outcomes. After the completion of the project, partners will have the possibility to incorporate the offline spots and their operation to their institutions. In addition, possible improvement with regard to the criteria below (e.g. accessibility and safety) will benefit the institution/organization after the completion of the project.

The main criteria that should be taken into consideration when establishing an offline spot are the following:

Accessibility: The place where the offline spot is setup should be easily accessible. Given that the project is addressed to more marginalized people, it is best if the offline spot is accessible by public transportation or even by walking if it is established in a low-income area. In addition, easy parking is an asset for all people but especially for people with disabilities. Accessibility and participation of people with disabilities also requires the existence or installation of a ramp, bathroom with all the requirements for wheelchair, adaptable or in appropriate height tables and adequate space for a wheelchair.

Safety: All offline spots must adhere to the safety measures against dangers such as fire and earthquakes. Safety measures (e.g. fire extinguishers, emergency exits) should be taken in accordance with the national regulations.

Covid free: Covid-19 situation constitutes an unstable factor and partners must consider all the current restrictions and measures that are taken in their country for a safe and covid free offline spot. The measures should be applied both during the establishment and the operation of the offline spot. The number of participants in the offline spots should not exceed the allowed by the COVID-19 measures number, thus facilitating keeping the necessary distance among participants. In the computer and training areas, space dividers should be used, if possible. Hand sanitizers should be available in all areas of the offline spots. In case a face mask is obligatory, it is advisable to have face masks for participants who do not have the necessary means to acquire one.

Heating/cooling: Offline spots should have a heating and cooling system to ensure well-being of participants.

Size/rooms:

- *Computer room.* The offline spots should have at least one room equipped with computers to serve the main goal of the offline spots, namely to provide access to equipment and training of marginalized people.
- *Common or group activities room.* A common room to conduct group activities should be available.



- *Coffee area/venting machine.* It is advisable that participants in the offline spots will have access to beverages and snacks. This can be achieved if the offline spots have a kitchen available with all necessary products. If there is a cafeteria within the establishment of the offline spots could also serve this goal, upon agreement with the institution/ organization. The water is a mandatory provision and according to the availability of the institution/ organization you could select to use water cooler or water bottles.

Privacy: One of the rooms of the offline spot should provide the possibility of private meetings. This is of particular importance in case one-to-one job counselling is foreseen to be provided to participants. Apart from that, taking into account that the offline spots target members of marginalized groups, private meetings might be needed. A room separator could be used for this purpose in case the offline spots operate in an open space.

Welcoming: The final but important dimensions that should be taken into consideration when establishing the offline spots is being welcoming. Creating a welcoming space is essential for the effective function of the offline spot. This can be achieved easily if the rooms are large and with plenty natural light and comfortable furniture. But, even if that is not the case, we can always transform a small and dark place into welcoming and friendly using good lighting and smart arrangement of furniture and equipment.

Equipment

The equipment presented here is extensive and includes absolutely necessary but also secondary material aiming to maximize the potential of the offline spots.

- *Chairs, sofas, pouffe.* Chairs are necessary for participants in the offline spots to sit during the activities. Sofas and pouffe, on the other hand, can make a space more friendly and encourage interaction among the participants.
- *Tables and coffee tables.* Tables are a requirement for the operation of the offline spots. However, the space will be more friendly with a coffee table, around which participants will engage in discussion.
- *Coffee area/Coffee machine/Vending machine.* A coffee maker together with cups, sugar, milk and spoons should be available in the coffee area. Tea or juice should also be available for people who do not drink coffee. Alternatively, a vending machine could be purchased or used if there is no other provision for coffee or snack in the offline spots. Having available coffee or beverages is advised, especially if participants are expected to spend more than one hour in the offline spot. Having something to drink is also a way to make people more relaxed and open. For example, offering participants coffee in the common space after a training, structures the activities, creates the sense of reward after making an effort, brings people together and enables opening up and discussing.
- *Storing cabinet.* To store equipment, a cabinet should be acquired. It is important that the cabinet can be locked to secure the equipment.
- *Stationery & toner.* Stationery and toner, necessary for the use of the printer and for activities requiring keeping notes, will be available in the offline spots.
- *Laptops, pc, tablets, (Windows & Office).* The offline spots must be equipped with laptops/pc/tablets which will be used by the participants to access trainings, activities, INTERNISA online tools or the labour market. All laptops/pc/tablets should have software to design and produce CVs, job posts etc. (e.g. Windows and Office).



- *Teleconferencing app.* Apart from the abovementioned software, laptops, pcs and tablets should also have installed tools for conducting online meetings, like job interviews. There are several applications such as zoom or teams. The application should be selected based on the how easy and widespread is its use. This would enable the use by participants and connection with maximum number of people using the same application.
- *Headphones/microphones.* For the online activities that require privacy or individual focus, such as trainings or interviews, headphones and microphones should be available to the participants. In this way, multiple participants will be able to use the computer room at the same time.
- *Screen and speakers.* Whereas for individual activities headphones and microphones are needed, a screen and speakers are required for a group of individuals to participate in group activities. The screen size should be proportional to the size of the room.
- *Mobile phones.* Mobile phones can be purchased and provided to the participants in the offline spots. If purchased, the mobile phones should be smartphones enabling the use of the INTERNISA tools, especially the app developed as part of the project, as well as other tools available online and independent of the project.
- *Phone line.* A phone number where participants or prospective participants can call to inquire about the offline spots and the activities or to arrange a meeting should be available. An already existing phone and phone line could be used. Otherwise, a new phone and phone line can be acquired.
- *Printer.* A printer should be available especially for the training activities which will be carried out in the offline spots. Additionally, CVs or job seeking tools and manuals may need printing.
- *Board (testimonials, job posts).* A board will be set in the common room (group activities room) and will be used by all participants to post jobs or possible opportunities for synergies and collaboration. The board will be updated on a weekly basis.
- *Projector.* One or two projectors, depending on the number of the rooms, should be available for group activities and presentations.
- *Measures against covid-19 dispersion.* To ensure protection of participants from COVID-19, such as self-tests, masks and hand sanitizers will be available. In addition, the number of participants in activities allowed in closed spaces will follow the national guidelines.
- *First Aid Kit.* Procure a first aid kit or bag from a pharmacy for any potential emergency. The essential first aid supplies are necessary to treat pain and swelling, as well as cuts, scrapes, and burns. Ensure that the products are adequate and check the expiration date of the products frequently.

Arranging spaces

The existing spaces can be arranged in different ways independent from their physical size or shape. The use of the spaces and the activities for which they will be used is important in setting the furniture and the equipment. This section provides some practical tips on setting the rooms.

Computer room

To set the computer room, tables and chairs are first positioned in rows, using a traditional arrangement, since most of the work and the activities in this room will be individual (online training, cv creation, job search etc.). Alternatively, you can arrange the tables in a cycle, so that pc users can work individually, but also facilitate their communication, in case of group work. The pc/laptops/tablets equipped with the necessary software and the INTERNISA portal app will be set on the tables following the distance measures against COVID-19. Taking into consideration that group lectures might take place with physical or online presence of the trainer, a projector or screen and speakers should be available in the room and set up in



a laptop or pc. It is suggested that a pc used only by the offline spot personnel should be connected to the peripheral systems (i.e. projector, screen, speakers) and used to carry out group presentations, trainings and meetings. If there are windows behind the pcs/laptops make sure you have blinds or curtains to avoid glare. At least one (1) noticeboard should be hanged in the computer room to post all the important and necessary information for the women and SMEs representatives. Of course, face masks and sanitizers must be available in the room for participants to sanitize their hands.

Common space

The common space will be of great significance for the networking purposes of the project, for the development of soft skills and for matching women and businesspeople. The common space should be first of all welcoming and comfortable and then to be equipped with specific tools which will help achieve the abovementioned goals.

Circular arrangement

Furniture in the common space should be arranged in a circle to differentiate from the traditional learning setting and promote the feeling of equality and participation in the activities. Circular arrangement enables “peer collaborative work” (Falout, 2014, p. 281) and increases motivation and active engagement (Marx et al., 2000). By arranging the chairs of sofas in a circle, the space becomes friendlier and all participants are able to see everyone and engage in discussion. In case participants have to keep notes or work on a project, a circular table should be placed in the middle, for example a meeting with employers. It is suggested that a screen should be placed in the common space to be used in training activities and seminars.

Access to beverages, coffee or snack at the beginning, the end and during the breaks of the activities is important because it helps participants relax and interact.

Coffee area (Kitchen/cafeteria/vending machine)

The coffee area can be in a kitchen or in a different space in the offline spots, according to the available spaces. The core element of the area should be the coffee and the beverages. Put on a table together with cups, spoons, sugar and milk, preparing a coffee or a beverage can be an ice-breaking activity in the beginning and a bonding experience as time passes. It is observed that people are more likely to share their thoughts about the trainings, the meetings and the discussions. This process enables the formation of the supporting network which is expected to result from the group activities of the offline spots. In addition, job opportunities and synergies may occur through this process. Therefore, is of outmost important to create the conditions for casual interaction.

Offline spots operation

When establishing the offline spot, a number of tools should be designed and produced to attract participants and facilitate the operation. Some of the tools are necessary and will help offline spot personnel in their day-to-day work and other are not necessary but would enhance the offline spots. The number of tools that will be used in each offline spot depends on the available resources. However, there are minimum requirements that need to be present for the offline spots to operate, which are presented in Part 5: Basic benchmarking requirements for the effective function of the offline spots.

Informative material. Before opening the offline spot for the participants (for example when preparing the offline spots), a leaflet could be designed including information about the project and the offline spots. More particularly, the INTERNISA project’s offline spots leaflet should mention (a) the purpose of the project and the benefits for the women and (b) the main services of the offline spots, including the



working hours and contact details for more information. The leaflet should be short and simple and available both online and in hardcopy. The hardcopies could be distributed in the areas where the services of the offline spots would be more needed.

Database. All people participating in the offline spot should be registered in a database which will be created for this purpose. The database will be filled once for each participant during their registration and updated, if needed. Through this tool, information for each participant will be easily accessed. The database should include the following information:

- Name
- Gender
- Age
- Nationality
- Education
- Place of residence
- Contact information
- Reason for visiting the offline spot (finding job, training, finding employees)

The demographic information can be processed and provide input about the operation of the offline spot in total.

Consent forms. Consent forms should be designed and provided to the participants. The first consent form regards the collection of personal data during registration. This means that the information mentioned about will be collected with the consent of the participants and will be used according to GDPR. In addition, participants in group and training activities taking place in the offline spots will sign a consent form clarifying the rights and obligations of the participants and of the organizer. The consent forms will describe the activity, the goal of the activity, the data which will be collected (if any) and the use of that data. The consent forms will be kept in a secure place locally.

Attendance book. Apart from the database which will be filled once for each participant, an attendance book will be signed by all participants when entering the offline spot. The attendance book will enable monitoring of the participants but also will be used for documentation, if needed. The attendance book will include the following information: name, email, date, activity, signature.

Manual or webinar for the use of INTERNISA portal & mobile app. Taking into consideration that the main tools that will be used in the computer rooms are designed from ARIN & SQLI, a manual or a webinar for proper and effective use of the portal and the mobile app should be provided to partners

Assessment. Tools to assess the offline operation and services should be developed to monitor the effectiveness and quality of the provided services. Participants in the offline spots will be asked to evaluate the organization, quality, content and effectiveness of the offline spots' activities. Assessment will help in improving the operation of the offline spots. Through the participants feedback, the activities can be tailored to the needs of the target groups participating in the offline spots and increase participation and impact.

Code of Conduct. Taking into consideration that one of the main target groups of the offline spots is women, a code of conduct should be signed by all people working or participating in the offline spots. The code of conduct is necessary to ensure protection of members of vulnerable groups, in this case women, from any kind of discrimination or harassment. It is advisable to have an active mechanism where



participants or personnel can report violation of the code of conduct. In case such mechanism is not in order, then personnel should report violations to their supervisor, who will then act according to the national law. An example of a code of conduct is attached at the end of this document as an annex (Annex 1: INTERNISA offline spots Code of Conduct). The proposed code of conduct is based on the ActionAid's code of conduct and includes the values ruling the behavior of all parts ensuring protection of human rights, the standards for personal and professional conduct, protection and use of assets, resources and information, and avoidance of conflicts of interest. It is also strongly recommended to assign a staff member as a focal person, in which the women can express any concern or case of discrimination or harassment. In this case, the assigned staff member should be well informed and refer the woman in the appropriate service for support. These informative materials should be posted in a conspicuous spot in the offline spot. An example of an ActionAid's poster and flyer are also attached as annexes (Annex 2: Poster against Violence and Annex 3: Flyer against Violence- Example).

Personnel requirements

This section presents the requirements in personnel and external ICT subcontractor² for the effective operation of the offline spots. As in the previous sections, the personnel presented here is indicative. It is possible for partners to deviate according to their needs or existing personnel. It is recommended the INTERNISA project manager of the organization or another professional should take the monitoring and the responsibility of the offline spots' function. The personnel should cover the needs of the offline spots, which include the operation of the offline spots and the administration, supporting participants in using the equipment and software, conducting training and group activities.

Considering that the aim of the project is job integration, a career counsellor is considered as the most appropriate professional of the offline spot's operation and to undertake many of the proposed activities. Given the fact that there are different professionals appropriate to facilitate job integration, you could consider a career development specialist (or career counsellor, or job counsellor or career consultant or career facilitator or career coach).

² The requirements for the external ICT subcontractor concern only partners for whom such service has been foreseen in the design of the project. The role and the accountabilities of the ICT expert will be adjusted to the offline spot's process that each partner will adopt.



Career Development Specialist	
Key Accountabilities	Key Elements
<p>Design and coordinate development plans and implement activities for the beneficiaries of INTERNISA project (young women, businesspeople) and organize activities for public sector representatives, in order to strengthen their integration and their active participation into the INTERNISA network.</p>	<ul style="list-style-type: none"> • Identify and propose a portfolio of potential trainings / activities in a systematic and planned way to enhance beneficiaries' skills and knowledge • Create career action plans in collaboration with women beneficiaries and support them in their realization (job readiness tools, use of INTERNISA online tools, access to equipment) in order to gain and maintain sustainable employment • Identify job opportunities for beneficiaries and link them to potential employers via matching labor demand and supply • Identify and build relationships with relevant stakeholders to promote INTERNISA network (businesspeople, companies, freelancers, public sector representatives, professional bodies and other relevant stakeholders) • Design and implement all services & activities foster interest parts' active participation in the INTERNISA network and to facilitate job placements for women beneficiaries • Monitor Offline spot's activities and services and make any modification needed to expand INTERNISA network & to achieve INTERNISA goals • Effectively match women's profiles to the needs and requirements of the available job positions • Maintain continuous communication with the beneficiaries and the stakeholders and assist them accordingly • Make presentations to relevant parties in the context of INTERNISA offline spots' activities (such as career days and other relevant events) • Ensure the protection of all participants during the implementation of activities and the presence in the offline spot • If required, communicate frequently with volunteers / interns to ensure they are motivated and well placed
Knowledge, skills & experience	



- Academic degree in social or business studies (human resources, psychology, sociology, social work), or another related field
- A Master’s degree preferably in adult education and development along and / or career counselling orientation and/ or career coaching will be considered as an asset Good knowledge of methodologies and practices in skills development and in professional trainings
- At least (2) years of working experience in career counselling or in career integration in the labour market
- Demonstrated experience in the identification of training needs, as well as in the creation and facilitation of skills development laboratories
- Proven ability in building networks and relationships with individuals and corporate partners
- Strong interpersonal, presentation and negotiation skills
- Excellent organizational and result-oriented skills
- Excellent use (both oral & written) of the national language and the English language
- Very good understanding of human rights, inequality, gender & development issues

	Adult trainer
Key Accountabilities	Key Elements
<p>Enhance young women’s digital and soft skills based on the INTERNISA training curricula & support businesspeople to benefit from the INTERNISA training curricula regarding Digital Transformation.</p> <p>Provide support to interest parts for effective participation in the INTERNISA online and offline network</p>	<ul style="list-style-type: none"> • Organize and conduct INTERNISA seminars for women and/ or businesspeople both in an online and in an offline mode, based on the adult education learning methodology • Plan lessons and curriculum based on the learning needs of culturally diverse and multi-skill level adult trainees • Monitor participants’ performance, create a climate that encourages and supports learning and give feedback to the trainees, accordingly • Complete and maintain appropriate participants’ registration, attendance, and assessment records • Provide guidelines and support INTERNISA interest parts (young women, businesspeople and public sector employees) in the online portal’s registration process • Facilitate INTERNISA network participants in the effective use of INTERNISA online tools (web portal & mobile app) • Ensure the protection of all participants during the implementation of activities and the presence in the offline spot • If required, communicate frequently with volunteers / interns to ensure they are motivated and well placed
Knowledge, skills & experience	



- Academic degree in Information Technology or Education or Business Studies or another related field
- A Master's degree preferably in adult education and development along and / or career counselling orientation and/ or career coaching will be considered as an asset
- At least (2) years of working experience in teaching adults and in in educational & training programs with digital content for the Education and Technology sectors
- Experience in career counselling or in career integration in the labour market and in skills development will be considered as an asset
- Experience in business development strategies and models will be considered as an asset
- Experience in education and training in tourism and/or finance and/or textiles and/or agriculture will be considered as asset
- Demonstrated experience in the identification of training needs, in the group facilitation, as well as in the creation and facilitation of skills development laboratories
- Good knowledge of methodologies for adult learning education methodology and practices preferably for socially vulnerable groups
- Creative approach and innovation, aiming to cultivate learning motivation
- Strong interpersonal, presentation and organizational skills
- Excellent use (both oral & written) of the national language and the English language
- Very good understanding of human rights, inequality, gender & development issues



	Administrative Officer
Key Accountabilities	Key Elements
<p>Perform administrative tasks and ensure proper handling of all interested parties' requests as well as effective operation and implementation of Offline spots' services and activities</p> <p>Monitor and enable offline spots' facilities and equipment to ensure efficiency for all operational functions</p>	<ul style="list-style-type: none"> • Manage all offline spots' front desk activities i.e. phone calls, emails and fully inform all visitors about Offline spot's services and activities • Administer the INTERNISA database i.e. entry of beneficiaries' and visitors' personal data, participation in activities, evaluation forms and ensure that all information needed is complete, according to project manager's guidelines • Coordinate compliance hours and time schedule of offline spot's activities and services daily and prepare the plan for all activities • Monitor maintenance of offline spot infrastructure and equipment, ensure its proper operation and identify and report potentially dangerous situations that would affect the safety of the staff and/or the participants (in cooperation with INTERNISA project manager) • Maintain an adequate inventory of office supplies and make all necessary procurements (in cooperation with INTERNISA project manager) • Proactively provide alternative course of action and contingency plans if necessary • Actively participate and support the implementation of offline spot's services, activities and events • Ensure the protection of all participants during the implementation of activities and the presence in the offline spot • If required, communicate frequently with volunteers / interns to ensure their presence in the activities
Knowledge, skills & experience	
<ul style="list-style-type: none"> • High school graduate • At least two (2) years of working experience in a relevant position • Excellent use (both oral & written) of the national and the English language • Demonstrated experience in customer relationship management • Excellent use of the MS Office, experience in CRM Systems and use of related data base • Academic degree in humanitarian field will be considered as an asset • Strong interpersonal, organizational and multi-tasking skills • Ability to compose information, analytical and critical thinking • Ability to work creatively in a problem-solving environment and under strict deadlines • Human oriented personality • Experience in educational and/or job counselling activities will be considered as an asset • Experience and interest in working with marginalized or vulnerable population will be considered an asset • Volunteer experience as well as adequate experience in facilitation of voluntary projects & teams will be considered an asset 	



	ICT Expert
Key Accountabilities	Key Elements
Setting and pilot testing the online tools	<ul style="list-style-type: none"> • Set, adapt and pilot test the INTERNISA online tools (web portal and mobile app) • Ensure proper and effective operation of the online tools and set the requirements for the protection of the equipment • In cooperation with the project manager, customize the project’s training curricula and training materials according to the offline spot’s function • Train the institution’s/ organization’s staff members for the effective manage and use of the online services • Design, organize and implement the INTERNISA campaign to ensure the participation of stakeholders in INTERNISA network services • Design manual for the use of the INTERNISA online tools • Help visitors to understand and effectively navigate the virtual environment of the INTERNISA online tools • Help visitors accessing job searching platforms or employee searching platforms or help visitors to use the platform created by the INTERNISA project • Participate in the trainings’ delivery and in the group activities implementation • Provide any technical support and advise for the effective function of the online tools in alignment with the aim of the offline spot • Ensure the protection of all participants during the implementation of activities and the presence in the offline spot • Participate in consortium’s meetings, if necessary
Knowledge, skills & experience	
<ul style="list-style-type: none"> • Academic degree in Information and Communication Technology • At least two (5) years of working experience in a relevant position • Master’s degree in Information Technology or Education or another related field will be considered as an asset • Experience in educational & training programs with digital content for the Education and Technology sectors • Demonstrated experience in development or use of relative platforms and job integration laboratories • Good knowledge of methodologies for education methodology and practices • Creative approach and innovation, aiming to cultivate learning motivation • Strong interpersonal, presentation and organizational skills • Excellent use (both oral & written) of the national language and the English language 	



	Interpreter/ Cultural Mediators
Key Accountabilities	Key Elements
<p>Support the provision of quality services facilitating the communication between INTERNISA beneficiaries and staff members and/or the communication among offline spot's visitors</p>	<ul style="list-style-type: none"> • Provide precise and culturally appropriate interpretation services among staff members and offline spot's visitors and facilitate visitors' active participation in the activities and access in the services • Assure the translation by making the words of the staff members and stakeholders understandable to the beneficiaries and vice versa • Support offline spot's staff in understanding specific aspects of the cultural background of the beneficiaries with whom you have cultural affiliations with the aim to improve the provision the services • Take an active part in all group activities linked to the beneficiaries' participation, including information and support to the use of online tools • Perform day-to-day administrative tasks as required by the tasks • Guarantee confidentiality, impartiality and neutrality during the interpretation process • Create a trustful relationship with all counterparts • Ensure the protection of all participants during the implementation of activities and the presence in the offline spot
Knowledge, skills & experience	
<ul style="list-style-type: none"> • Proficiency (level C2) verbal and written in both, national language and language of translation, and a deep knowledge of related cultures • Necessary advanced in English (minimum B2) as working language • Computer skills and excellent use of the MS Office, platforms and mobile applications • Academic degree in social studies (human resources, psychology, sociology, social work), or another related field will be considered as an asset • Training or Academic degree in interpretation or intercultural mediation will be considered as an asset • At least (2) years of working experience in interpretation and/or intercultural mediation • Previous experience with migration context and employability services will be considered as an asset • Strong interpersonal and communicational negotiation skills • Empathy, active listening and openness to others • Very good understanding of human rights, inequality, gender & development issues 	



Each partner will select, adjust and/ or enrich the personnel requirements according to the selected activities and processes for the institution/ organization. The same stands for the precise staff required for the effective function and implementation of the activities. Bilingual staff constitutes an added value in the team and the service's provision. Keep in mind that along with the personnel of the infrastructure, the involvement of interns, volunteers and moreover beneficiaries in the implementation of the activities are crucial for building an effective and sustainable network. Professionals, such as the career development specialist should notice and assess the participants' skills constantly and propose them to have an active role in the activities' implementation. For example, women could help each other in the registration and the job seeking process. The best way to enhance people's skills is to give them the opportunity to transfer their skills to other people. These procedures result peer2peer activities, which remain a very efficient method for people's empowerment and for strong relationships building. Frequent staff meetings should be organized to address any issues emerged and to ensure the quality of the services and the personnel's wellbeing. Finally, continuous learning and personnel's development is a main aspect of offline spot's sustainability.



Part 3: Services & Procedures

The services and the procedures suggested follow an inclusive approach and are tailor made for engaging the participants in the INTERNISA network and for facilitating them to take advantage of the offline spots. The Services provided in the offline spots are divided in the following three sections, according to the main target groups of the project. In this context, the procedures and the activities should respond to the needs of (a) women (b) businesspeople (c) public sector employees. Nevertheless, the purpose of the offline spot is to connect the participants and to act as a meeting point where beneficiaries will set the foundations of the INTERNISA online network. Taking into consideration that the women's motivation for visiting the offline spot is to find jobs, corresponding to their qualifications, skills and interests, it is important to enrich the services provided to this direction. Young women, business-people and public sector representatives will be invited to participate and subscribe in the portal and mobile app via the organisation of job fairs and campaigns in subsequent activities. The aim of the guidelines below is the effective function of the offline spots but also their sustainability. The partners are invited to select and adapt the recommendations to their organization's mission.

Services to Women

Based on the profile of the women targeted by the INTERNISA project, the offline spot should meet various needs of women seeking a job. As mentioned in the methodology, except for the job related services provided by the offline spots, socialization in the context of group and group activities have an added value for the vulnerable populations since they increase self-esteem and self-confidence. The guidelines below aim to cover a wide range of needs that marginalized women meet and to take advantage of all the available sources INTERNISA project provides. The partners can select and adapt the recommendations according to the beneficiaries' profiles and the organization's mission to better achieve the INTERNISA project's goal.

Dissemination of offline spots

The services and the activities in the offline spot prioritize women beneficiaries and more specifically, young, low skilled women to pursuing and achieve a (job) placement in the labor market. Usually, people with low digital skills have limited access in the information. For this reason, it is recommended the available services and the equipment provided to be presented clearly in a leaflet. The leaflet should provide at a glance information about the project's goals, the services provided in the offline spots, the benefits of women's participation, the schedule of the activities and the obligations of participation. The rules of the organization and the procedures of the registration should be referred in the leaflet as well. Finally, contact details for more information should be provided.

In cooperation with the communication manager, it is recommended to promote and publicize the offline spot via all your communicational channels. The operation of the offline spot can be published digitally (in the social media and on the website of your organization) and physically (posters, leaflets). Starting from participants in the trainings of WP4, you can reach out all beneficiaries of your organization that meet the criteria of INTERNISA project. Other organizations that provide services to the specific target group should be informed, such as public sector employment services, NGOs, Chambers, Unions, Universities. Career counsellors are strongly interested in this kind of services to inform and refer their beneficiaries to customized services. Last but not least, after some period of the offline spots operation, word of mouth may act the most effective communication among the interest parts.



Access

Access to equipment

Offline spots cover a main need of vulnerable populations who lack of internet connection and/ or equipment and constitute a basic condition for women to join the INTERNISA network. The offline spot must be fully equipped with strong internet connection, computers, laptops, and stationery so that beneficiaries can use the online tools provided by INTERNISA project and join the network, connect with employers and all stakeholders. Additionally, the digital equipment is necessary for women to implement the skills gained through the trainings.

Moreover, many people are deprived of an appropriate environment to work without distractions. Set *specific weekly program*, when the offline spot is free of activities and give access to women beneficiaries to visit the offline spot and use the equipment for professional purposes. As many women have families or other obligations, make sure you include both morning and evening visiting hours, so that more women can make use of the services. For example, three (3) days for four (4) hours per week INTERNISA beneficiaries should know that the offline spot is open and the equipment is available for free use.

The provision of free use can motivate women to visit the infrastructure and fulfill various needs but also acts as an opportunity to engage in the job seeking process. A staff member should be engaged in this process, to protect the equipment, to facilitate (give guidelines to) participants that have difficulties using the equipment and to motivate them to participate in the INTERNISA activities by informing them about the INTERNISA benefits and actions. This way, the offline spot can turn into a meeting point where people are willing to visit for socializing, share their common concerns regarding professional goal, exchange ideas and finally, to be created an offline network. It is important the staff member to be aware of the project and to be experienced by working with vulnerable populations, but no special digital background is needed.

Registration and use of the online tools (INTERNISA web portal & mobile app)

The use of the INTERNISA online tools is not one of the main goals of the offline spot, but also ensures the sustainability of the project. Women should be invited to register in the platform and to download the mobile app. It is suggested to organize weekly sessions where women can visit the offline spot and get support from a member staff to register and download the mobile application in their smart phones or in the provided equipment. Additionally, clear and step by step guidelines for the registration process should be provided in a hardcopy, including screenshots of all registration phases. Except for the registration, an additional manual can be developed describing how to navigate in the platform and in the mobile application. These manuals are effective for people to understand and utilize all the online tools and opportunities and for people with low digital skills, who can try to enter the network by themselves. A staff member, intern or volunteer can support people who lack digital skills in the registration phase and encourage them to use and benefit from the training material that is provided in the portal. In this phase, don't hesitate to involve other beneficiaries to help each other, as peer to peer activities increase the capacity and the self-efficacy belief.

Training

2day workshop

In the offline spot you can implement the foreseen 2day workshop addressed to women beneficiaries, in the context of the INTERNISA campaigns. The aim of the workshop is to train the women on how to benefit from the INTERNISA structures and to invite them to subscribe to and utilize INTERNISA services, to increase the women's participation. Taking into consideration that many young women lack digital skills, a staff member should be present to facilitate the use of the equipment, the understanding of the



INTERNISA tools' environment, to support the beneficiaries to search and find opportunities online, and to ensure their engagement on the INTERNISA network.

Training on developed INTERNISA curricula- digital and soft skills

Based on the INTERNISA survey's results, young women lack digital and soft skills that are required in the four (4) sectors. The digital upskilling is an ongoing procedure and the developed in the WP4 training curricula will be available in the offline spot via the online portal. The training in digital skills can benefit women that have already been trained during the Capacity Building phase and aim to further improve their professional skills, by attending the advanced training levels. For example, women that attended the beginners' module could continue by attending the intermediate or advanced module or other sector's training, to become more competitive and increase their chances of entering the labour market. Additionally, during the implementation period, women, newly joining the INTERNISA network, should have the opportunity to digital upskilling, so that INTERNISA network and the pool of digitally skilled women can be expanded. Through the ongoing training procedures, women can improve digital and soft skills and also develop job searching methods. The training activities should be organized according to the needs and the interest of the beneficiaries. It is recommended to assess the skills and the profile of the beneficiaries and deliver part or the entire course, according to their needs. The offline spot should be fully equipped for training activities with computers, stationary and an appropriate environment for women to attend the training without distractions. According to the organization's resources, it is possible for the training to be designed in a synchronous mode by a trainer in cooperation with the person in charge of the organization. Alternatively, women can visit the offline spot and attend the course in an asynchronous mode, during the scheduled free use of the place. In this context, peer to peer activities may emerge, where women with advanced digital skills can support low skilled women to complete the training. You can take this opportunity to suggest and to organize peer to peer training activities. Volunteers can also be involved in this process.

The registration in the INTERNISA online portal and the mobile application could be included in this activity.

Job readiness development

Job readiness assessment: It is strongly recommended the introduction of women to the INTERNISA project and the offline spot to be combined with an introductory personal session. In this step, a career counsellor or a job facilitator or a career consultant should assess woman's profile and competencies. You can use a tool to register all the important information, to facilitate woman's placement and to develop a personal action plan with specific and time-bound actions. The profile tool could include woman's professional experience, educational background, skills and competencies, professional interests, working conditions such as availability for remote work, place or country of interest and availability for relocation, preferable sector. Additionally, you can include some main personal characteristics that affect the professional behavior, career values that affect the career decisions, and obstacles that the person faces when trying to find a job. While gathering all the information you can discuss with the beneficiary the necessary actions to achieve its career goal. For example, skills development such as INTERNISA digital upskilling training, CV creation, job search through the INTERNISA web portal, interview preparation. All the necessary actions should be clearly noted in the action plan. Alternatively, depending on organization's human resources, you can implement group sessions to register the women's profile and to develop their action plans. Based on the counsellor's guidelines, each woman can complete her action plan. The process of job readiness' assessment acts as a basis for the women to effectively present their self in the CV and in the interview. Moreover, the action plan development is important for pursuing a placement appropriately and be engaged in the job searching process. In this step, the benefits that



emerge from the participation in the INTERNISA network and the services that are provided, should be clearly presented.

Job readiness tools & activities: The recommended tools for effective participation in the INTERNISA network and for fruitful job seeking are Resume (CV), cover letter, job search tools, interview preparation.

Resume (CV) creation: CV is the most important tool for people who are searching for a job or for internship because the CV is the opportunity for a person to introduce her/his self and the appropriate CV mobilizes employers and/or recruiters to call for an interview. For this reason, it is important the CV to be personalized and to focus on the adequate characteristics that employers are interested in. The information that are included in the CV could be drawn on the listing that the women made according to counsellor's guidelines. It is strongly recommended the woman to refer her professional goal in the CV, to attract the recruiter's interesting. The professional goal section will arise from the profile's assessment procedure and the counsellor could facilitate women's statement during the first session. Provide different templates to the women that are appropriate for different profiles. For example, use different template for

- women with high skills and/ or education that lack of working experience. Point out the topics, seminars, and lessons that the person attended, also projects in which participated in or volunteer activity. An example of CV is attached at the end of this document as an Annex 4.
- women with low skills and educational background. In this case focus on transversal skills and interpersonal skills and competencies. Additionally, include volunteer work and all participation in clubs and associations that feature the person's capacity. An example of a CV is attached at the end of this document as an Annex 5.
- Alternatively, use free online programs such as CANVA or Europass, could act as additional opportunity to use digital skills and soft skills such as creativity or critical thinking.
- **Cover Letter:** The cover letter is a short (approximately one-page) document that women candidates should submit as part of their job application, alongside with their CV. In some job advertisements the cover letter is required, though it is strongly recommended to submit a cover letter even for the vacancies that don't ask for it. The cover letter gives the opportunity to the candidate to introduce herself and to briefly summarize her professional background, her skills and her motivation to effectively work in the specific job position and/ or the specific company. It is recommended the cover letter to be structured in three (3) axes: (a) introduction where the women will briefly refer her profile, (b) main skills and competences that are like the job's requirements and present candidate's readiness to respond to the company's needs and (c) professional goal, where it is analyzed how the specific job position and company's culture match to the candidate's career goals and profile. A common mistake in cover letters is candidates to repeat their CV. Focus on the explanation of woman's career path and decisions in terms of motivations and skills acquisition from the information provided in the CV. The cover letter should be adapted and modified to each job application, accordingly. Usually, a general cover letter that refers to all possible job vacancies does not spark the recruiter's interest. In some job advertisements or internships, motivation letter is required, instead of cover letter. Similar process can be followed for the motivation letter creation, which focuses mostly on the person's motivation to work in the specific position and incidentally on person's previous experience. In any case, both parts are crucial (background and motivation) for these documents. An example of a Cover Letter is attached at the end of this document as an Annex 6.



Job Search Procedure: The job search procedure refers to a methodological aspect for women's empowerment and is one of the most important activities in the offline spots' function. Young women will visit the offline spot to explore career opportunities and to apply for jobs accordingly. The INTERNISA web portal and mobile app are the main tools for this action. In parallel, women should be encouraged to follow the INTERNISA social media and to interact with all stakeholders. However, you can enrich the process with other websites and useful links that support job seeking, such as LinkedIn platform.

After women complete the job search tools (CV, cover letter) and the registration in the portal, a structured process of active presence in the Offline Spot is necessary for women who need not only access to equipment but also support or training to navigate in the web and to effectively use the INTERNISA online tools. Women who have just been trained in INTERNISA seminars may need a support to familiarize themselves with regular online job search. Therefore, it is recommended to define a specific weekly schedule that staff members of the institution/organization will be present in the Offline Spot exclusively to welcome and assist women to seek online professional opportunities and to submit an online application or send their CV via email. The aim of this action is for women to gradually become independent and to be able to carry out their own job-search process. For this reason, you can print and provide to the women a manual for the navigation in the online portal and the use of the mobile application including screenshots. In this way, they can try step by step to search for themselves. In the same manual you can include additional job search methods and information or provide a separate employment guide. Indicatively the employment guide will present job search methods and sources, such as internet, social media, door to door, participation in events and job fairs. It is important to refer specific links and platforms that are relative to the labor market with focus in the tourist, agricultural, financial and textile sectors, also tips for CV, effective Interview and articles for the labor market.

- This practice has proven to be very effective and beneficial, even for women who have high digital skills, but are encouraged when have the support in the job search process. Unemployed people often experience frustrations and disappointments during their job search, and the constant presence of people who are interested in their effort, contributes to their commitment in the process. Also, when job search actions are implemented, consultants can give feedback and provide suggestions to women to strengthen the effective search. For example, a consultant who is present in a phone call between a woman and an employer may suggest professional ways to introduce and present herself on the phone. Or in cases that a woman searches for job vacancies, the consultant may notice and suggest suitable opportunities or companies that she can apply. Furthermore, women may have questions or need additional information regarding an advertisement or working conditions and tasks. To strengthen the participation in the offline spot and to monitor the process effectively, you can provide women participants a "monitoring document" to better organize their search. In the document women will register in a table all the necessary information for the applications that they already made. This way women can organize and control the communications and the actions that they must take, such as to call an employer back. In parallel, a registration of the actions helps people to realize their progress and motivates them to be engaged in the process. The document should be short and simple. An example of "Job Seeking Monitoring" tool is attached at the end of this document as an annex (Annex 7: Job Seeking Process).

Therefore, professionals who have the capacity and experience in supporting unemployed people for their job integration should be present in the offline spots both for practical and emotional support.



Many times, such services become known by word of mouth and gradually the turnout of people increases. It is recommended to define fixed weekly schedule for the operation of the job search service, which and will be known to the INTERNISA beneficiaries. This action may involve several women at a time, so sufficient human resources should be foreseen. Staff members such as career counsellors or career facilitators or coaches or trainers are needed. Additionally, social workers or psychologists who have experience in job integration and generally professionals who understand and can support this complicated process and can act as reference persons for women. In this process the support of interns or volunteers may be very useful, whereas you may identify the willingness of some participants themselves to help each other. All people that will be involved in supporting women to the job search process must have the appropriate skills to manage the demands of the process. This action is an opportunity to build relationships between people and strengthen the INTERNISA network.

Interview Preparation: Final step for the job readiness process is Interview Preparation. Appropriate tools and effective job seeking aim at matching women to appropriate employers or recruiters. In this case, effective self-presentation can determine the outcome of an interview. Women should be informed that the INTERISA project provides the opportunity to meet employers, but the final agreement occurs between the candidate and the recruiter.

First of all, inform the women about the possible cases and events where an interview takes place. The opportunity to meet an employer may be official or unofficial or accidental. In the context of INTERNISA project, the foreseen Job Fairs are a targeted action to give the opportunity to the women to claim a job position. All job applications via INTERNISA portal and/ or other platforms and the applications to job advertisements aim to call for an interview, as well. Except for the usual ways to meet an employer, in the Offline spots similar actions could be organized, such as speed or mock interviews. Offline spots are appropriate facilities for women to make practice for online and for in vivo interview, as well. Provide the equipment to try an online interview mode, using headsets and camera and notice that the online interviews need a quiet and not disruptive environment. On the other hand, in the offline spot you can give to the women space and organize exercises for practice in in vivo interview.

There are many available and expedient techniques and exercises to help the candidate for an effective interview. In this action, the previous steps (counselling session, CV & cover letter creation) operate as the basis for increasing self-knowledge of the candidate and for preparing the interview answers.

A short and effective exercise named “Elevator Pitch” refers to the case that the candidate has one (1) minute to present herself. The women should prepare a short speech including three (3) axes: (a) who am I, (b) what are my strongest skills, (c) what is my professional goal. You can use the question: “Tell me about yourself” to help them start presenting themselves. The “Elevator Pitch” often is used in networking events before candidates start one 2 one discussion with employers.

Additionally, a list of frequent Interview questions should be provided to the women to prepare their answers. Give to the women adequate time to think about the answers and proceed to Interview simulation. In this action you can involve beneficiaries as interviewers. The role playing will help not only the interviewee to make practice but also the beneficiary-interviewer to be in interviewer’s shoes.

In the end of each exercise all the participants- beneficiaries, staff, interns, volunteers, should give their feedback to the women that made practice. In case that you have the women’s permission, a video recording of the exercises is the best feedback for the participants to notice the strong and the weak points of their presentation. You can set weekly program when the interviewing skills’ activities will take place or you can integrate the appropriate exercise to another activity, such as in the end of the CV and cover letter creation. It is suggested to implement the above exercises in a group mode, in order the



participants to give feedback each other. An example of “Common Job Interview Questions” list is attached at the end of this document as an annex (Annex 8: List of Common Job Interview Questions).

Job opportunities’ announcements

A noticeboard operates as a physical tool to share any important information with women beneficiaries. Considering that the aim is the women to use the online portal to get the information, use a noticeboard to attract the women that are reluctant to use digital platforms. You can pin job openings in the private and in the public sector, scholarships, traineeships, crowd working announcements, full-time or part-time hirings, mobility programmes and volunteer positions. Additionally, you can post some success stories, testimonials or hirings that emerged from INTERNISA network. Also, you can announce the offline spot’s activities and the weekly program. Focus on placements that emerged via INTERNISA network. Point out that the announcements are indicative, so as the women to understand the opportunities they can have in the INTERNISA online tools. According to the target group’s interests and the available sources you can add data regarding the labor market, for example: trends, skills required, distance working recommendations. Keep in mind that you should update the noticeboard regularly.

Networking

Networking & Peer2peer Support

As already mentioned, the rationale of the Offline Spot establishment is methodological along with the access to the equipment, due to the necessity of relationships’ building for unemployed women’s empowerment and job integration. All the aforementioned activities can be a great opportunity for women to interact and to develop solidarity. Most times the peer2peer support occurs spontaneously, without facilitator’s prompting. Especially in the case of INTERNISA project, where women share the same professional goals and participate in common activities, many opportunities for peer2peer support can arise. You can notice women familiar with digital tools helping other women in the registration process. In the process of the CV and/ or cover letter creation, ask from other women to give their feedback. Many times, people that share the same space and equipment gradually start to share the same experiences, goals and concerns. It is expected that the group of the women participants will be transformed into a team, where they will inform each other for career opportunities, advise each other and give tips for a better self-presentation or help each other to technical issues. Don’t hesitate to encourage women that are skilled on specific requirements, such as CV creation, to help other women to make their CVs. The interaction among women improves their soft skills in many areas, such as communication, creativity, problem solving, continuous learning. The upcoming network will contribute to women’s empowerment, will ensure their engagement in the activities’ participation and will act as a basis for the INTERNISA network.

Services to Businesspeople

The offline spots will provide various services to business people as well, responding to their assessed needs and to the objectives of the project. The development of digital skills for the digital transformation of SMEs will be core activity of the offline spots, together with the online and offline networking with other businesses and, of course, with women who are seeking for a job. In the context of INTERNISA project, as businesspeople are considered primarily representatives of Small-Medium Enterprises (owners, founders, directors and managers) or any person that delivers business activity in the four (4) project’s sectors: tourism, finance, agriculture, textiles. Startups, companies, enterprises and social enterprises, freelancers form the target group that can benefit from the INTERNISA services and should be invited in the offline spots. The digital transformation occurs rapidly, and businesspeople are in need



of updating their digital tools and skills constantly. Except from the businesses' digital upskilling, the participation of businesspeople in the INTERNISA network aims to the development of productive synergies among businesses and consequently to their empowerment and to their ability to increase their human resources by hiring digital skilled women via the INTERNISA network.

Businesspeople and employers should have a clear and specific presence in the offline spot. The rationale of the physical presence and the relationships building as a factor enhancing participants' active engagement in the project refers to businesspeople, as well. Though, businesspeople usually have limited time and the proposed activities and events should be organized appropriately. For this reason, the weekly schedule when the offline spot is open for all stakeholders must be announced to businesspeople, as well.

Communication of the offline spot to businesspeople

The same procedure is mentioned in case of the women, is recommended for businesspeople, as well. In cooperation with the communication manager, promote and publicize the offline spot via all your communicational channels. The operation of the offline spot can be published digitally (in the social media and on the website of your organization) and physically (posters, leaflets). Starting from participants in the trainings of WP4, you can reach out additional businesspeople that meet the criteria of INTERNISA project. You can disseminate the operation and the offline spots' activities door to door directly in specific enterprises but also via other organizations that businesspeople can have the information, such as Chambers, Unions and Associations. In case of businesspeople likewise the women, word of mouth may be proved the most effective communication among the interest parts.

Access

Registration and use of the online tools (INTERNISA web portal & mobile app)

The registration to the INTERNISA online tools may be the introduction of businesspeople in the project. Call them to scheduled event to present the project and the benefits that they can have and proceed to the registration in the portal and the download of the mobile app. This action is a proper occasion to visit businesspeople the offline spot. Ideally, the project manager should be present to welcome people and give them all necessary information about the project, in order to motivate them to use the online tools frequently. In the introductory event all the advantages should be presented: access to digitally skills employees, chance to upload a full profile of the company in the portal using their logo, information on the labor market and CSR activities, ability to come into contact with relevant businesspeople and enterprises transnationally and potential for synergies' development. For the invited enterprises, ensure that they respect employees' labor rights and implements equal opportunities and gender policies, against any discrimination attitudes.

It is suggested to create and provide participants with a short guide for the registration process and the use of the online tools. Usually, businesspeople are digitally competent and have access to equipment, but don't take it for granted. Some businesspeople may need support to navigate in web platforms. For this reason, a staff member that can provide this support should be present. The registration activity is a great opportunity for building the network among businesspeople and you should focus on the cooperation opportunities that the network provides. Additionally, in this phase you can implement the foreseen **2day workshop** addressed to the businesspeople, in the context of the INTERNISA campaigns. Though, the action of the subscription should be constantly on and be organized regularly.

Training

Training on businesses' digital transformation



During the seminars' implementation in the phase of the "Capacity Building", high need and high motivation of businesspeople to digital upskilling was identified. The INTERNISA developed training curricula which will be available in the INTERNISA portal and you can organize one or more training cycles for businesspeople in the offline spots. The training curricula will be available in the portal at all times, so that the participants can benefit from the training materials any time and increase their ability to meet the needs of the labour market as formed after the COVID-19 pandemic. The call for training is a great opportunity to engage more people in the network and to encourage them to join other activities, such as to interact with women and/ or other businesspeople. According to the organization's human resources and activity, you can deliver the training in a synchronous or in an asynchronous mode, or in a hybrid mode. In the training activities you could involve successful companies' managers to describe the importance of digital tools and to present good practices of their experience. In this context, trainees could also present practices and/or tools from their experience to the attendees, as a peer 2 peer activity.

Networking

The interaction with other businesspeople will have two important outcomes:

1. Networking and collaboration. The offline spots will create the conditions for networking and for possible collaboration
2. Peer2peer support. Exchange of experiences among the businesspeople will enable peer-to-peer support and the creation of a sense of belonging in a specific group.

Participation in the activities of the offline spots gives the opportunity to businesspeople to meet and interact with other businesspeople, which will help business people reflect on their own situation and their needs and will help shape their future actions. Following the practice for peer2peer support during the training courses, businesspeople will start to share their concerns and exchange ideas, especially in case that they do business in the same sector. Common issues that arise among businesspeople are financial issues, human resources, marketing, performance and productivity issues and effective management as well as the effects of current affairs on the operation of their businesses. Taking the opportunity of an event, such as a workshop, you could organize activities and exercises to increase the businesspeople commitment and to address real problems that they face and explore innovative solutions. For example, you can implement an action in kind of focus group, for example an "**Employers' Hub**", when regularly meetings among the inters parts will take place. Considering the limited time of the businesspeople, organize the "Employers' Hub" in a hybrid mode, to give the chance to the participants to attend the meetings online, as well. Additionally, you could deliver "**Mentoring sessions**" by inviting mentors and experts form the selected sectors to give inspirational speech to the group. Alternatively, you could organize a "**Mentoring Event**" where mentors and businesspeople will have one2one discussions in a round table. Work ethics and Diversity & Inclusion should be part of the activities. The main purpose of the indicative activities is to bring employers into contact and to develop a community characterized of solidarity and support and common confrontation of their problems. Take care of bringing in the meetings the idea of businesspeople to express ideas and proposals for building trading synergies and cooperation, while the aim of the intervention is businesses' empowerment.

Matching: Announcements; Job openings and Requests for synergies

The noticeboard in the offline spot should become a main tool for businesspeople, when visit the info point. As in the case of women, the noticeboard operates as a physical tool to share and take any important information for their enterprise. Make sure that all the announcements in the noticeboard will be uploaded in the online portal, as well. Though, a physical presence of the enterprise in the offline spot via a business card or the company's logo or a short company's profile or vision in the wall results the feeling of belonging to the participants and enhance their engagement in the space. Make clear to the



businesspeople that the main role of the noticeboard is to announce job advertisements and call for synergy. Explain that many skilled women visit the info point, so that there is great opportunity to achieve a successful recruitment. On the other hand, the call for cooperation and/or synergy category is an opportunity not only to ask for cooperation but also to discover a good offer to build a synergy in a local level. Encourage visitors to read the announcements and to pin their job openings or other advertisements, such as calls for internships. You should post in a clear point the offline spot's upcoming activities and events addressed to businesspeople. It is recommended to use the same noticeboard for women and businesspeople, so that the success stories, testimonials or hirings that emerged from INTERNISA network are known to all stakeholders. Additionally, best practices of synergies and success stories and synergies already implemented in the context of INTERNISA project should be posted. Point out that the announcements are indicative, so as the participants to understand that multiply opportunities can have in the INTERNISA online tools, by meeting employers and employees in all partner countries.

The outcomes are expected to be produced by the participation in the offline spots in general. However, participation in the group activities is considered as a significant factor in creating the sense of belonging and support which can lead more easily to the extension of these positive outcomes outside the offline spots, for example, in the form of synergies.

Services to Public sector employees

The presence of public sector employees in the offline spots' function can also enhance the INTERNISA network. As in the case of women and businesspeople, the opportunity for public sector employees to meet the stakeholders and learn about the project's activities in a physical interaction can strengthen their commitment in the project's goals and values. The main idea for public sector employees is to receive in the offline spots know-how on applying good policies for women empowerment and digitalization. We have to take into account that public sector employees have limited time to participate in the activities, whereas complex procedures are usually needed to acquire the necessary permission for participation in external (to the institution) activities. Furthermore, in the public sector the procedures to take permission for participation are complex. Keep the proposed activities short and with specific goal.

You can start public sector employees' involvement in the offline spots with a call for participation in the foreseen **2day workshop**, in the context of the INTERNISA campaigns. The content of the workshop must include guidelines on how public sector employees can utilize social media networks. As in the case of women and businesspeople, organize actions for the registration of public sector employees to the online portal, as an open call, in the timeframe that the offline spot will be free for use. This way, public sector employees may meet women beneficiaries and/ or businesspeople and build a network in which the public sector's representatives can have direct information regarding the women's and labor market's needs. Additionally, you could integrate the training seminars in an organized activity and to deliver the seminars in public sector employees that didn't participate in the phase of the "Capacity Building".

Finally, you could invite public sector's representatives to attend and participate actively in the common activities. According to the time and the trainers' availability, you could select part of the training and present it in an event where all interest parts will be present, such as in a career day. Experts from your organization or from your network (public organizations and professional bodies) could present relative topics, such as: "Good policies for promoting the participation of women in the labour market" and/or "How to foster the digitalization of the ENI CBC MED economies". It is also recommended that your organization to present the INTERNISA idea and scope, the outputs and the achievements, so far. Give



time for brainstorming and ideas about cooperation and support to the project. The participation of the public sector employees in common activities with women and businesspeople can contribute to an effective collaboration scheme, where all stakeholders will take action to overcome women's low participation in the labor market.

Group Services & Activities

The offline spots' aim is to lay the foundations for the development of a strong INTERNISA network. The activities implemented in the offline spots will be a simulation of the interaction among all stakeholders. Along with the aforementioned actions, you should organize activities and events that bring into contact all interested parts (women, businesspeople, public sector employees). Despite the fact that the proposed activities refer to the offline spots, a hybrid mode is also possible, as businesspeople may participate from anywhere and, additionally, any participant that cannot attend the event in vivo, should have the opportunity to join in an online mode by using the projector or the screen for an effective interaction.

Firs of all, **networking** between women and businesspeople may occur unofficially, when people visit the offline spot in the specific weekly hours to subscribe in the portal or to attend the training course or to post an information in the noticeboard. According to the capacity of the space and the equipment, you could integrate the action of women's registration to the businesspeople' registration at the same time and this way to begin an unofficial networking.

Furthermore, you can design and implement targeted events to reinforce the contact between women and businesspeople to explore the possibility of placement. For example, you can propose to an expert selected from a specific sector (manager, owner, recruiter), to give a **speech or lecture** addressing women candidates that pursue a job placement in this sector. The event should be well-organized, in terms of time and context. You must give clear guidelines to the speaker regarding the content, such as: main job positions and openings in the sector, required skills from employees, negative features from an employee, description of the employee's daily life, challenges that employees face, what makes an employer successful in this sector, enjoyable and magnificent characteristics in the workplace, other important information that the expert believes the women should know about the sector. Prepare the women participants to make questions in the end of the speech, make clear that the event is not a recruitment process, though it is a networking opportunity. However, experts may announce job openings in their company and many times this networking occasion can lead to a placement. Moreover, the acknowledge of the labor market motivates unemployed people to focus on the employment pursue and to make an effective job search.

Another helpful activity for the expanding of INTERNISA network is to organize and implement **mock interviews**. Mock interviews or practice interviews have educational purpose and are a simulation of an actual job interview. Recruiters and HR staff members on a volunteer basis have interviews with job seekers and is a great opportunity to practice for an interview and to get feedback from a professional recruiter. The job seeker can benefit from the received feedback regarding the strong and weak points or her performance, and to modify her responses and interview behavior. Except from the women's responses, the interviewer will assess the body language, the communicational skills and all the factors thar are evaluated in a real job interview. Ask from employers or recruiters to participate in the activity and provide them suggested questions and a scenario or the professional goal of each interviewee along



with her CV, because the interview does not refer to a true job position. You can select and provide some of the proposed questions in the Annex 8: List of Common Job Interview Questions. Bear in mind that mock interviews are much shorter than a real interview with an estimated duration 20 minutes, so that you could suggest approximately 5-6 questions. Though, the experience shows that a mock interview is an opportunity to meet and know a candidate, in case a job offer occurs. Take advantage of the foreseen Job Fairs and call women and businesspeople to prepare the candidates via mock interviews, in an in vivo and online mode.

In the sense of **Career days**, you can design and implement a minimum scale event, for example a **Job Day**, where businesspeople and job seekers will participate, by including some of the aforementioned actions. The aim of a career day is to invite companies from the selected sectors to present their sector and their business activities and to share information about the workplace and the required skills and knowledge from employees. Include inspirational speeches and storytelling activities. In the context of the INTERNISA project it is strongly recommended to modify the career day by giving an active role to the job seekers. In the agenda of the event, apart from the businesspeople presentations you should include women's presentations, as well. Give the floor to the women and ask them to present their professional profile and their professional goals through elevator pitch. Additionally, women can present a project that they have done and is relative to the specific sector, such as a digital marketing plan or the INTERNISA training that they attended. Moreover, you can include speed interviews and include free time for networking. Do not hesitate to invite representatives from chambers, associations and public organizations to speak about the needs, challenges and opportunities in the labor market and to announce relative upcoming programs. You can benefit from the occasion to present the INTERNISA project, the benefits that all stakeholders can have and call the participants to join the network.

Through the interaction with women, participating in the offline spots, businesspeople will gain better understanding not only of the skills and knowledge possible employees have available but also the difficulties women face when trying to access the labour market. This understanding will help employers better assess their own needs and their actions affecting their employees.



Part 4: Good Practices

This section presents best practices regarding hybrid services to beneficiaries in search for a job which were identified by the INTERNISA partnership. The objective of the collection of good practices was to ensure that the guidelines respond to the needs of the target groups in all six countries. The good practices were reviewed, and the most useful tools and processes were incorporated in the proposed guidelines. The good practices are included here, thus all partners have access and can adopt them, if they consider them appropriate.

The practices are drawn from Italy, Spain, Lebanon and Greece and are related in different ways with the INTERNISA and the offline spot objectives. Of the ten practices presented, 6 targeted women, 2 targeted SMEs and 4 youth³ using different methods to achieve skills development and upskilling, employability support, entrepreneurship support and networking.

The following observations can be made regarding the good practices:

1. Trainings is core method for the development of skills, focusing mostly on digital skills. In addition, most trainings target youth and women. When women are the main target of the trainings, empowerment and gender equality are central. However, the dimension of gender and equality is lacking when interventions target youth or SMEs.
2. Common spaces, hubs and infopoints, either physical or virtual, promote access to information and opportunities for funding or forging synergies. The good practices indicate that common spaces enable the creation of a sense of community which is needed, especially for women and their development. This has also been an important part in designing the offline spots of the INTERNISA project.
3. Training of SMEs or employers is less represented in the gathered material in relation to women and youth.
4. Important impact can be produced through synergies and systematic collaboration among different stakeholders, both public and private.

Italy

Good practice: Inventor Lab – hackathon to support female entrepreneurship

The Arezzo-Siena Chamber of Commerce (CCIA), and their Committee for Female Entrepreneurship (IFE), financed a new project entitled 'INVENTOR LAB', through the budget allocated in the Multiannual Programme of CCIA. The project is designed to support development of female entrepreneurship, with a special attention to strengthening and increasing the number of female start-up in hightech/ICT sectors.

The main steps leading to the development of INVENTOR LAB are summarised as follows:

- Discussions within Local Stakeholder Group (IFE), considering both the needs of the territory and the potential for action within IFE.
- Analysis of local barriers and enablers.
- Bilateral contacts between interested parties, discussing various opportunities for collaboration and looking at various options to support female entrepreneurship in high-tech and how existing initiatives could be improved.

³ One practice targeted both women and SMEs and one targeted both SMEs and youth.



- Following discussion and learning, the actors involved agreed to launch the pilot project.
- The INVENTOR LAB call for Hackathon participants was launched at the end of 11/2019. It was closed at the beginning of 01/2020 and 5 teams (all made up of women) applied for the hackathon.

INVENTOR LAB is structured around a hackathon contest, where ideas for innovative business projects are developed by female students. The most promising ones are selected by an evaluation committee (involving representatives from the CCIA and local institutions) and two winning ideas will be awarded a prize money, to start initial business actions. It is open to groups of 2 to 6 students of DSFUCI (at least 80% female students), who have the opportunity to develop an innovative business idea (paying special attention to digitalisation) through a female start-up or technology company.

The hackathon contest took place (10/02/2020) and the first projects were awarded the INVENTOR LAB prize. 5 teams participated in the context and 2 of them were awarded the prize. The 2 winning projects, both developed by 100% female teams, were:

- “Build your Future” that builds on innovation to boost the inclusion in the labour market of people with disabilities;
- “Work – We can do it!” aimed at planning innovative co-working places, supporting people who want to start new businesses.

Both winning ideas were awarded prize money to launch their business idea.

The new edition of the Programme is entitled INVENTOR LAB 2.0 and is expected to be launched in 2022. INVENTOR LAB 2.0 confirms the hackathon approach, successfully adopted for the first edition, and includes various new features, such as:

- LabAcademy to design and develop female led start-up projects;
- Wider participation criteria: opening to participants from various departments of Siena University and allowing multi-department teams to participate.

The initiative was very well accepted by students and local stakeholders, with a great interest shown for the topics addressed.

INVENTOR LAB was born with inputs from local / interregional analysis on barriers and enablers, local stakeholder workshops and Good Practices (GPs). Analysis showed barriers to female entrepreneurship in education / awareness and institutional support. Enablers were identified various activities linking academic studies (technological and non) with entrepreneurship experiences, promoting entrepreneurial spirit. INVENTOR LAB tests one of these.

During stakeholder group workshops, members had the chance to discuss female participation in high-tech enterprises. Discussion revealed that, while the Arezzo-Siena territory boasts many industries with a good turnover, they are still linked to old fashioned business approaches. Innovative business ideas / models are particularly sought after. It is a priority to link new developments in digitalisation and industrial modernisation, to traditional industries that form the backbone of the economy.

The total IFE budget for 2019, amounting to 5.000€, was allocated to the INVENTOR LAB project. It was entirely used to finance the 2 winning ideas selected. The first-place winner received 3.000€ and the



second place 2.000€. So it is an easy replicable initiative, with low efforts involved, but with a high impact in terms of enhancing female participation in high-skilled initiatives and promoting entrepreneurial spirit.

For more information, please visit the following website: <https://www.dsfulci.unisi.it/it/avvisi/inventor-lab-laboratorio-di-capacita-creative>

Good practice: Donne in quota

The Female entrepreneurship Committee of the Chamber of Commerce of Siena organized several editions of courses called "Donne in quota" to support the presence of women in the administration boards of public and private companies in respect of the Golfo Mosca law. The aim of the course is to develop technical and managerial competences useful to have the necessary competences to take part to an administration board.

To reach this goal the Chamber of Commerce collaborates with the University of Siena through a Protocol of agreement.

A free training course for the executive who aim at winning a chair in the Board of Directors, to encourage the learning and development of techniques and managerial skills necessary to be part of the Board of Directors of a listed company or public control. The training is intended for 20 female managers and runs through five days each dedicated to a specific topic, from the basics of company law to the illustration of the responsibilities of directors, from advice for analysis to the strategies for reading an industrial plan. Participants must have adequate work experience and demonstrate a strong motivation to fill top management roles within large companies.

The main evidence of success is that the course is now at its 5th edition. About 110 women have been trained. The first edition was released on 2013, 130 applications were sent for only 20 places available. Then the Committee decided to propose again this course on 2015, 2016 and finally on 2018 with the engagement of the University of Siena to give more value to the course.

About general results after legislative measure, the presence of women in board in 10 years has passed from 6% to 33.1%

The course is composed of various parts, the legal and accountant part, the technical part and the psychological one. It combines theoretical aspects with the analysis of practical cases. As for the theoretical aspects the course proposes a specific training on the role of the councilor with the focus on obligations, responsibilities and operation of the administration board, on the other side there are the managerial aspects to better understand strength and weaknesses of the accounting documents, to read properly the trend of the corporate wellness.

The course of each edition has been continually improved in order to develop experiential training courses, team building and self-awareness, to help participants gain confidence and strong leadership skills. During the course, meetings and networking events were organized with other testimonials to compare experiences and professional paths, collect suggestions and advice.

The aim of the course is also to create a database of female managers characterized by knowledge and skills such as to be considered suitable for becoming members of a Board of Directors. The list is then promoted to national companies and public institutions, thus contributing to the networking and matching demand and supply.



The main barrier found during the work with the other partners was the difficulty for women to reach high positions in an enterprise, this good practice seems to answer the question.

The Master, giving the possibility to women to improve their knowledge about how an administration board works, is a great opportunity for them to have a seat on them and not because there has to be a certain percentage of women on the administration board but because they have the competences to be there.

For more information, please visit the following website: <https://www.donneinquota.org/>

Good practice: Agreement between the Italian Banking Association (ABI), national government and business associations

The Italian Banking Association, in collaboration with the department of equal opportunities of the Presidency of the Council of Ministers, the Ministry of Economic Development, and the main business associations (Confindustria, Confapi, Rete imprese Italia, Alleanza delle cooperative italiane) has signed an agreement, which includes a work plan to facilitate access to funds for female enterprises during the different phases of their working lives.

Based on the agreement, banks allocate a set amount of credit for female enterprises / entrepreneurs. The credit can either be used for investments and costs related to new business or freelance work or to support SMEs / female entrepreneurs going through periods of economic difficulty.

The credit is guaranteed by a special section of a national Guarantee Fund for SMEs with female participation and by other public and private guarantees that the banks could access. Beneficiaries can be SMEs with majority female participation and female freelancers. The funds are open to enterprises and entrepreneurs from any economic sector and there is no age limit to participation.

By signing the agreement, parties also commit to the creation of an Observatory to monitor results and evaluate any need of modification or integration of the Protocol, in order to improve relations between banks, female enterprises and female freelancers. The Department for Equal Opportunity also set up a communication campaign, with dedicated website.

Economic resources are required as credit to the SMES / entrepreneurs. The national Department for Equal opportunities allocated a total of 8M€. The national ministry also invested economic and human resources in a communication campaign to about the initiative.

Once a bank decides to adhere to the Protocol, it indicates the dedicated plafond that it could be used for the financial support in relation to a specific line of intervention, such as:

- "We invest in women" - loans aimed at making new investments, tangible or intangible, for the development of the firm or freelancers;
- "Women in start-ups" - loans aimed at building new printers, or starting as a freelancer;
- "Women in recovery" - Financing aimed at favouring SMEs recovery and self-employed workers who, due to the crisis, have gone through a temporary situation of difficulty.

Also, the possibility of suspending the payment of loans for a period of up to 12 months is foreseen, in the case of a maternity leave of the entrepreneur or self-employed worker; serious illness, even of the



cohabitant or of the children, including adoptive ones; Disabling disease of a parent or relative or similar up to the third degree cohabiting with the entrepreneur or self-employed worker.

For the loans, competitive conditions are envisaged with respect to the normal offer of its operation, which are similar and with the same degree of risk.

Furthermore, by benefiting from the guarantee of the Special Section "Presidency of the Council of Ministries - Department for equal opportunities" of the Guarantee Fund for SMEs in favour of the prevalent female participation in the press, the cost of the loan can be consequently reduced.

The bank associations, from their side, will provide support information and assistance for accessing the tools provided by the protocol.

By the 30/9/17, 36 banks had joined the Protocol with a total fund of 1.5 billion €. The original agreement expired on 31/12/17 and was extended twice, the first time for 2 years and a second time until 31/12/19. Participants agreed to extend the agreement given its positive impact and to evaluate activities over a longer timeframe. Monitoring shows that it has facilitated relations between female entrepreneurs and banks and that the number of females applying for credit is steadily increasing.

The new ABI protocol aims to make financing easier for female entrepreneurs, offering particularly advantageous conditions compared to traditional financing methods.

It is a significant initiative to encourage and promote female entrepreneurship through innovative tools that tackles the main difficulty in the entrepreneurial activity of women: the difficulty in accessing credit.

In particular, by facilitating access to finance for business or professional activity in order to allow women to enter the labour market, or to consolidate or develop their business or professional activity by counting on some kind of concrete financial support from the National government and other associations.

The access to credit for females has been identified as one of the main barriers to their participation in high-tech sectors and particularly in starting their own business.

In this good practice, the public sector has addressed this by working with the banking sector to improve their approach to female credit. This type of agreement could be replicated, not only at national level as in this case, but also at regional level. Regional authorities could establish such cooperation to link their funding programmes for start-ups / female entrepreneurship to the banking world.

The Communication campaign set up by the Ministry is another possible element for transfer. It demonstrates the necessity not only to make funding / credit / guarantees available, but also to make sure that potential beneficiaries are provided with the right information to participation and that this information is readily accessible.

Lebanon

Good practice: Skilling Up Mashreq

The World Bank Group launched the Skilling Up Mashreq (SUM) initiative which aims at addressing the digital skills gap by preparing young women and men in Lebanon and the Mashreq region for the local, regional and global jobs of the future. In 2019, The World Bank has partnered in Lebanon with the Beirut



Digital District (BDD) Academy to design and implement Skilling Up program in Lebanon (SUL) to improve access to digital skills learning opportunities for youth students as well as active workforce to strive and reap the benefit of a digital economy. Lebanon's labor force is young, and the share of youth entering the labor market is expected to continue to increase. Lebanon's educational curriculum is outdated, and it does little to provide students with the necessary market relevant digital skills. In the digital age, the in-demand market skills are constantly evolving whereas the Lebanese public educational system is rigid and outdated – as the last update of the curriculum was done in 1997. In this context, the Skilling Up Lebanon (SUL) initiative in partnership with the Beirut Digital District (BDD), hub of innovation and startups located in Beirut, comes to address this skills gap in Lebanon by preparing young women and men for the local, regional and global jobs of the future.

The methodology used is based on set up of three components:

- Focused training programs through the BDD Academy located inside BDD premises where young men and women are hosted to be trained with focus on digital skills needed in the job market
- set up of an online matchmaking platform TAKADDOM (that brings together the interns and the employers with no need for intermediaries parties).
https://beirutdigitaldistrict.com/sul_takaddom
- Career Guidance Program

Training providers contribute to career guidance program under the SUL project. The career guidance is hosted as well by BDD and focus on raising awareness of the importance of digital skills as early as in schools. It targets mainly young students to expose them to the various opportunities in the digital market, locally, regionally but also globally, specifically in light of the changing nature of jobs resulting from technology, and accelerated by the COVID-19 pandemic.

This program showcases as digitalization hub for youth in the heart of Beirut that ensures free of charge: informed orientation guidance, trainings, jobs matchmaking platform and consequently ensuring further employability. The program guarantees the following for both parties:

- For interns and job seekers: orientation guidance by experts on educational and career trends, customized free trainings, direct access to companies and gain of real experience, free access to BDD facilities and offices and equipment if needed, and opening a business network.
- For employers: recruit the matching skilled and trained profiles, reduce recruitment costs, profit from training programs and contribute to employment and social inclusion.

This initiative is sustainable since the program is supported and funded by World Bank and upheld by a key player in innovation BDD which owns the needed resources to sustain these 3 services beyond the lifetime of the project. The services are ongoing and would sustain helping job seekers and employers to showcase their offers and demand and plays a key role in bridging the gap between the two parties.

The model could be replicated even if on a smaller scale within INTERNISA. Takddom platform could be inspiring and even interlinked to the INTERNISA Platform. Career guidance program would represent a component in the offline spot services of INTERNISA besides the developed training curricula and programs.



For more information, please visit the following website: <https://beirutdigitaldistrict.com/sul>

Spain

Good practice: National Youth Emancipation Network (Xarxa Nacional d'Emancipació Juvenil – XNEJ)

The National Youth Emancipation Network (Xarxa Nacional d'Emancipació Juvenil - XNEJ), was created based on the ratification of Law 33/2010, of October 1st on youth policies in Catalonia, and is the set of publicly owned services that facilitate the access to information, guidance and advice in various areas to all young people in Catalonia. Its deployment in the territory is achieved through the **Youth Offices and the Youth Information Points as Youth Information, Guidance and Advice Services**.

Its purpose is to offer young people a **comprehensive information, guidance, counseling and support service** (SIOAJ) that allows them to implement projects and activities that take into account various transitions (e.g. educational, work, residential, family and citizen).

The XNEJ is a tool for this transformative project, which promotes the empowerment of young people and the processes of social mobility. Therefore, it takes into account the diversity of forms and models of life of young people and its action affects the structural and contextual aspects that hinder the opportunities of young people, to avoid inequalities.

Currently, the XNEJ has 44 Youth Offices and 221 Youth Information Points recognized throughout Catalonia.

The method used in the SIOAJ of the XNEJ is based on the following principles of action:

- Quality in the care of young people: From three levels of action: information, guidance and counseling
- The use of ICT: through a digital identity, the empowerment of digital tools to move towards more participatory and networking models
- Networking: relating the different resources that work, directly or indirectly, with the youth population and for this sector
- The gender perspective: The XNEJ wants to make an active contribution to promoting equality between men and women
- Inclusion: Social inclusion in the XNEJ refers to guaranteeing equal access to equal opportunities and opportunities to the services, resources and spaces it offers.

The 221 Points and 43 Youth Offices of the National Youth Emancipation Network registered 300.506 consultations during 2021.

The level of concern for young people, the territorial deployment, the articulation of these services in the territory, their historical trajectory (more than 30 years of existence of the network of youth information points and more than 10 of youth offices) and the quantity, diversity and qualification of the professionals who work there, make it a good practice; despite its difficulties in deployment due in large part to the territorial diversity of Catalonia.

The deployment of the XNEJ in the Catalan territory allows to take on the challenges in this project, precisely because of its ability to connect agents, to attend from close proximity to the needs of young



people, linking them to the needs of different sectors of society. Nonetheless, the competencies and capacities for intervention and modulation of social structures are more often located in other actors.

The transferability of the project depends on being able to articulate, coordinate and support a structure throughout the national territory, either through local entities or by creating it directly. There are many youth information networks in Spain and in other European countries, therefore it is possible to transfer them.

For more information, please visit the following website: <https://jovecat.gencat.cat/ca/orfes/xnej/>

Good practice: DANA

DANA+ is a project promoted by Fundación Mujeres, financed by the European Social Fund - Operational Programme for Social Inclusion and Economy that runs from 2019 to 2023. It continues the intervention developed by the DANA Project (2016-2019).

The project aimed at overcoming the difficulties encountered by women in accessing employment and correcting the inequalities guiding the world of work with actions to promote gender equality, empowerment of women and the reconciliation of personal and working life.

Overcoming these inequalities requires the introduction of changes that improve the functioning of employment mechanisms, human resource management practices, strategies for women's access to employment and the population's knowledge of inequalities. DANA aims to promote these changes by addressing actions that facilitate:

- ✓ The recognition of the inequalities that operate in the world of work
- ✓ The knowledge of the factors causing these inequalities
- ✓ The introduction of criteria and procedures that improve human resources management practices
- ✓ The integration of the gender perspective in the intervention of employment mechanisms
- ✓ The empowerment of women in relation to employment and entrepreneurship.

The aim is to ensure that:

- the integration of the principle of equality between women and men becomes a reality in companies,
- the intervention of employment mechanisms improves the results of employment policies in terms of equality
- the population, in general, is aware of inequalities and the causes that produce them and
- that women adequately define their objectives and strategies for employment and entrepreneurship, making decisions and leading their path to integration into the labour market.

Target groups of the project are unemployed women, especially those with special difficulties in accessing employment, entrepreneurs and businesswomen, labour organisations, and also institutions responsible for the promotion of employment and equality.

DANA is developed around three types of actions:

A. Empowerment of women to access employment and self-employment, through the following services:



1. Information through the digital information point www.gestionandotic.es where women can find updated information on any aspect of accessing employment and self-employment, as well as through the digital information point www.activatenred.es where women can get informed and ask questions to specialized staff from Fundación Mujeres.
2. Training aiming at improving competences and skills to strengthen decision-making in order to optimise their employment strategies.
3. Support and monitoring to respond to the needs they present in relation to the development of their strategies for access to employment and self-employment.
4. Labour intermediation aiming at bringing job offers closer to women who are actively seeking employment.
5. Financial intermediation offered to women entrepreneurs and businesswomen to facilitate access to credit.
6. Promotion of networks aiming at women entrepreneurs and businesswomen to facilitate strategies of collaboration and business cooperation between entrepreneurs and businesswomen.

B. Advice to labour market, companies and organisations which include:

1. Consultation to companies for the preparation, implementation and evaluation of equality plans.
2. Training on gender and equality issues to facilitate the development of equality plans and the integration of equality in company management.
3. Advice and accompaniment to employment and equality mechanisms for the integration of the gender perspective in their activities
4. Training for the technical teams of the employment and equality mechanisms to facilitate the integration of the gender perspective in the intervention processes they develop.

C. Equality and employment observatory through:

1. Website with updated information on gender gaps in the main employment indicators and analysis of the behaviour of the employment market.
2. Employment indicators and analysis of labour market behaviour and inequalities between women and men.

Within the framework of this programme, Fundación Mujeres has carried out training and advisory actions aimed at public and private entities in nine Autonomous Communities: Andalusia, Asturias, Castilla-La Mancha, Castilla y León, Valencia, Extremadura, Galicia, La Rioja and Madrid.

Throughout 2021, 822 professionals from companies and Public Administrations have been trained. The training included 18 courses and almost 15,000 hours of training on integrating gender equality in different areas of management of organisations. More than 400 women have followed training itineraries, participating in several of the programme's courses. In addition, 154 public and private entities have been advised on the implementation of equality measures in their management, tripling the advice given in 2020.

Likewise, in 2021, 38 businesswomen from the autonomous communities of Asturias, Extremadura, Galicia and Madrid, belonging to the Circle of Businesswomen of Fundación Mujeres, were awarded the



"Active Company for Equality" seal in recognition of their active commitment to equality between women and men.

This project proposes to intervene at different levels for a 360° treatment of the issue of female labour insertion. It is particularly interesting because it has certain similarities with INTERNISA. In fact, it proposes to train and act with unemployed women but also with companies and public entities. Information points for unemployed women, even if digital, can provide specific examples of content for the info-point of INTERNISA. Activatenred (<https://activatenred.es/es/>), for example, aims to connect women who are looking for a job with companies. Gestionandotic.es, the other digital information point, presents a set of tools, training pills, links to practical information on the labour market to help women assess their level of knowledge and get to know the labour market, the profiles sought, etc. The main idea is to support women in their search for work, to help them designing a professional project and give them practical tools to reach their goals. The same page offers advice to companies that want to consolidate and to women entrepreneurs.

This good practice can be applied in various contexts and the tools proposed can be adapted to the needs of jobseekers and companies in the four INTERNISA sectors. The specialized contents can be disseminated in the different information points.

Obviously, the contents are specific to the national context (law, state of the labour market, etc.) and should be adapted to each local context of the partner countries of the INTERNISA project.

For more information, please visit the following website:

http://www.fundacionmujeres.es/proyectos/view/dana_empleo_y_emprendimiento_en_igualdad.html

Good practice: MAREM Digital HUBs

The MAREM Digital HUBs aim to promote and support rural women entrepreneurs in the creation and development of business and professional activities, bringing them closer to digital tools from accessible, nearby, equipped and dynamic spaces. The aim of these network-spaces is to bring together talents that can add and contribute from different projects, knowledge and profiles. Thus, the HUB is articulated as an integrating element of technologies, tools and digital resources, to put them at the service of the rural ecosystem following four trends:

1. Putting ICTs (Information and Communication Technologies) at the service of society and companies, with the intention of improving the region's services and products in terms of efficiency and respect for the environment.
2. To increase the presence of rural, sustainable, healthy, etc. activities and lifestyle in the digital media, to make them known in order to attract people to the rural environment and to have a better and more sustainable geographical distribution.
3. To promote the development of equal rights and opportunities for women and men in rural areas.
4. To promote the association, collaboration and networking of women in rural areas.

The HUB aims to gather women entrepreneurs in rural areas of Malaga. It is a 'hub' of entrepreneurship, i.e. a space where entrepreneurs work together, collaborate and form a community. It is aimed at people who are looking for something more than just sharing spaces: sharing projects.



In short, it is a space for work but also for socialising, with areas for exchange, informal networking, where people can meet, relate to each other, talk and debate.

It offers support, presence, participation, resources and facilities for contacting a network of entrepreneurs and private and public sector entities.

DIGITALMAREM proposes to bring technology as a tool for growth to rural entrepreneurs in the province of Malaga with the aim of strengthening, supporting and promoting their initiatives. The use and interaction with different technological tools allows the promotion of rural tourism and modern, sustainable agriculture, linked to local communities, while being connected to the world. It also facilitates the development of businesses and liberal professions (architect, veterinarian, consultant...) where many women of different profiles (rural, neo-rural and urban) already stand out. This creates a space for exchange where traditional values and knowledge of the territory are complemented by specialised training in ICT and other work skills acquired in the cities or during long stays abroad. The HUB is thus part of the "smarrurality" trend, which claims the expression of a global culture from the local, offering an enormous panel of possibilities and opportunities for all entrepreneurs from their diversity, complementarity and particularity.

The HUB spaces are close and designed to promote access for women living in small areas of Malaga with less than 20,000 inhabitants. It is therefore planned to open HUB antennae in each of the districts. Each HUB should provide high speed internet access (broadband) to alleviate the connection problems of the small territories.

They are physical spaces designed to favour networking with:

1. Working area with tables with several workstations
2. Area reserved for training, leisure, informative and commercial activities and events to publicise the activities of the entrepreneurs
3. Networking corner with a "café"
4. Separate meeting area
5. Common areas: storeroom, reception

HUB MAREM is a place where you can find, in a physical or online space, contact and relationships between businesswomen from the different regions of Malaga. It is a forum for the exchange of ideas where the aim is to channel the needs of rural businesswomen and put them in contact with technological entrepreneurs. An intersectoral network has been created (public administration, associations, companies, universities) to connect different agents around a common objective: the promotion of entrepreneurial women + ICT initiatives in rural areas for greater development of small territories. Through this network, synergies are identified and new connections are generated, involving the different profiles of women entrepreneurs in rural areas, while at the same time trying to integrate other similar/existing initiatives in this hub, so that there is no dispersion of efforts, work and ideas. In addition to these initiatives, conviviality (coexistence + quality) and the network as an element of support between rural women entrepreneurs is reinforced through different proposals such as the design of the web space (digitalmarem.org).

From 2019, DigitalMAREM gathered more than 100 rural femal entrepreneur, rural entities, public administration entities, collectives and associations. It starts actually its second phase with the



implementation of physical HUBs made by women entrepreneur in small villages. The municipalities support those hubs which benefit from the entities and professionals who are part of the MAREM community. To be concrete, belonging to the community, allow the access to other entrepreneurial association, women foundations, and a serie of digital tools shared online, also in the frame of trainings and conferences that aim to increase women competences regarding the needs of each local contexts and economical sectors.

DigitalMAREM propose to activate an informal community made by women entrepreneur and various public and private entities, whose aim is to share digital tools and facilitate access to information and trainings that are going to increase the women employability and who will help them creating their own sustainable projects. It has a direct impact on empowerment of female jobseekers and entrepreneurs through the creation of a safe digital space and several HUBs that offer support, follow up and physical space with direct access to internet (very important in rural areas). These spaces allow women to share their projects, find help to develop their initiatives and tackle the problem of reconciling work and family life as well as the inequalities in the financing of women's projects. It is also a space to give visibility and value to women's businesses.

The creation of communities doesn't depend only on the national context, but also provides a dynamic to give meaning to the actions for employment and the fight for gender equality. Actives local INTERNISA networks composed by women, facilitators and entities would give continuity to the project. The Hubs, physical spaces in rural areas, can provide interesting elements for the organisation of the INTERNISA physical information points.

For more information, please visit the following website: <https://digitalmarem.org/>

Greece

Good Practice: Open door sessions

The first good practice included here, is the open-door sessions, a practice designed by the Actionaid personnel and tested as part of the project *Act45 Engaging Unemployed Low-Skilled Adults Over 45 Years Old In Training Opportunities Through Collaboration Schemes Among Csos, Employers And Training Providers*. The project, which was co-funded by the Erasmus+ Programme of the European Union and the National Agency, IKY, was implemented under the coordination of ActionAid from 1st October 2019 – 30th September 2021.

The Open Door Sessions aimed at motivating and engaging low skilled adults in search for employment by welcoming them to co-design their professional plan and participating in training programs.

To achieve these objectives, the personnel of the Actionaid centre in Athens supported beneficiaries in developing a methodology to analyse job vacancies and to adjust their application according to the needs described. Participants acquired the ability of assessing their skills and comparing with the skills required in job vacancies which led to an increase in their motivation for development through training. As part of the practice, the participants were empowered to take responsibility of their applications, encouraged in the decision making process and assisted in keeping track of their applications (p. 75). Important part of the practice was the development of computer and IT skills of the beneficiaries and/or the provision of equipment to beneficiaries without computer or internet.



Twice a week for two hours, each beneficiary had access to equipment, internet but also training on the use of internet. The Open Door sessions provided beneficiaries the chance to build a CV and upload it to relevant platforms, to contact employers by phone or email, apply for a job or subscribe to a relevant agency. A job search record tool is used to keep track of the beneficiaries' actions. Recording the work done by the beneficiaries themselves, cultivates a sense of responsibility, structures their effort and motivates them to continue. All actions were assisted by trained staff.

In addition, during the Open Door Sessions, beneficiaries had the chance to meet and interact with other people facing the same difficulties and challenges. Gradually, beneficiaries started supporting each other and became more knowledgeable and empowered. Subsequently, soft skills such as collaboration and communication were developed further enhancing the beneficiaries' CVs and empowering them.

The Open Door Sessions practice produces direct positive effect for women by providing access to resources, knowledge, information and skills. The nature of the practice allows the transfer to any national context as long as basic equipment and personnel are available.

For more information please see: https://act45.eu/wp-content/uploads/2021/11/Implementation-Guide_ENG.pdf

The practice can be easily transferred in different contexts adjusted to fit the needs of each cultural context. The practice can be used in centers serving the general public or specific target groups offering support or services related to upskilling, employment and networking.

Good practice : Training, Internship, Certification and Counseling Actions for Unemployed Young People Aged 18-24, in the ICT Sector

The Greek Ministry of Labour and Social Affairs together with the Association of Information Technology Companies of Northern Greece (SEPVE) undertook the implementation of the project entitled: "Training, Internship, Certification and Counseling Actions for Unemployed Young People Aged 18-24, in the ICT Sector", under the framework of the Greek Operational Program "Human Resources Development, Education and Lifelong Learning" (2014-2020).

This project, with a total budget of 2.619.810,00 €, was co-financed by the European Social Fund (ESF) and the Youth Employment Initiative (YEI).

The project aimed to confront the basic problem, in the labour market, of the five eligible Greek regions (Region of Eastern Macedonia & Thrace, Region of Western Macedonia, Region of Central Macedonia, Region of Thessaly and Region of Epirus), which is the mismatch between supply and demand for qualified and skilled employees.

The project included an integrated program of vocational training, counseling and certification, offered to 1.000 unemployed people aged 18–24, in the Information Technology and Communications (ICT) sector.

For its best implementation, the project was divided into two parts: one part concerned training, internship, counseling and certification actions in the ICT sector. The other part concerned theoretical training, certification and supervision of internships in the ICT sector.

The project included:

1. 120 hours of theoretical training, per beneficiary (in 2 phases of 60 hours each)



2. Internship program in companies (total duration: 260 hours per beneficiary)
3. Provision of Certification of qualifications and skills, per beneficiary.
4. Constant Beneficiaries support and counseling services.

The following training units/subjects were offered to the beneficiaries:

1. Web development
2. Mobile development
3. Cloud computing
4. Digital Marketing
5. Web Design
6. Robotics
7. E-commerce.

The whole training took place through the following four (4) successive PHASES:

PHASE A consisted of a 60-hours theoretical training component.

PHASE B was the first 100-hours portion of the Internship program.

PHASE C was a 60-hours theoretical training component.

PHASE D was the second part (160 hours) of the Internship program.

The Provision of Individual Beneficiary Counseling Support included five (5) individual sessions per beneficiary.

The specific project definitely represents a Good practice, since it included training actions with certification of the unemployed young people, as well as counseling actions and internship program.

The benefits of the project for the participating unemployed people can be summarized as follows:

1. training, with a view to upgrading their professional qualifications and facilitating their access to the labour market
2. promoting employability, by improving the access of human resources to the labor market
3. the positive contribution to the prevention and treatment of unemployment, as well as the improvement of the social status and living standards of the unemployed
4. the promotion of equal opportunities and the acquisition of recognizable qualifications in the labour market.

Indirect beneficiaries of the project were also the companies of the ICT sector and all the members of SEPVE that are located in one of the five eligible Greek regions (Region of Eastern Macedonia & Thrace, Region of Western Macedonia, Region of Central Macedonia, Region of Thessaly, and Region of Epirus).

All of the above mentioned beneficiaries benefited from the training, certification and consulting services offered in the framework of the project as they had the opportunity to have at their disposal capable graduates with skills that are rare or currently lacking in the market in the region in which they operate.

The project entitled “Training, Internship, Certification and Counseling Actions for Unemployed Young People Aged 18-24, in the ICT Sector” offered vocational training and counseling to unemployed young



people (women and men) and, through the internship, managed to strengthen the networking of the participants with the labour market, with the main objective of matching supply and demand.

The project is interesting for other regions/countries because it enhances the qualifications of the unemployed. It can be implemented beyond the national framework as it concerns the digital education and the strengthening of the qualifications of the unemployed for the purpose of their professional absorption. The methodology can be adapted to the needs of other countries and it can definitely bring positive results.

For more information, please visit the following website:

<https://www.espa.gr/el/pages/staticOPEpanadvn.aspx>

Good Practice: Grow Greek Tourism Online

The Programme entitled: "Grow Greek Tourism Online" implemented by Google Greece is a national action with over 120.000 beneficiaries, which started in 2014 and is still in progress. It is implemented in collaboration with the Greek Ministry of Tourism, the Greek Ministry of Education and Religious Affairs, the Greek National Tourism Organisation (GNTO) and the Greek Tourism Confederation (SETE).

The "Grow Greek Tourism Online" is addressed to all citizens, regardless of gender and age, but mainly to local small and medium tourism companies and to tourism business-people who, through group seminars, online courses and one-on-one meetings, have the opportunity to develop their digital skills and to be trained in digital tools, not only by Google, but also by other companies in the field.

Beneficiaries are informed about successful digital marketing techniques, as well as the use of basic online tools to promote their businesses.

The educational material of "Grow Greek Tourism Online" is a concrete presentation of the basic functions and principles of the internet, while it includes training about important digital tools and opportunities which digital marketing offers to businesses.

Training platform

Through a wide range of topics, users can choose a custom learning plan and, upon completion, receive a certificate of attendance signed by the GGTO initiative and IAB Europe (Interactive Advertising Bureau). The educational material related to digital marketing, contains sections related to the safe and effective presence of the company on the internet, online advertising, the search for new external markets, the use of smart phones for the promotion of the business, the creation of narrative and content and the "decryption" of the habits and needs of the consumer public of the respective production unit. As a basis of the educational platform of "Grow Greek Tourism Online" the course of the Basic Principles of Digital Marketing is presented and is offered in twenty six (26) modules and forty (40) hours.

The curriculum is formulated in the following indicative training objects:

Creating a mobile app, "Google My Business", Utilization of email services & newsletters, Utilization of digital media electronic sales, use of website on mobile, search engines & analytics, development of website content, paid advertising campaign, development of social media.

The educational platform of the Program can be found here:

<https://learndigital.withgoogle.com/digitalworkshop-el/>



Seminars

Training seminars on digital skills are organized for all citizens. After the seminars, the trainees will have acquired basic knowledge about digital marketing and digital tools which are used to grow a tourism business.

“Grow Greek Tourism Online Advisors”

Specifically for small and very small businesses, the programme includes lifelong consulting on digital skills. A group of young consultants trained by Google, the Online Advisors, travel all over Greece to explain to tourism business-people the benefits of the internet and to train them in the use of online tools through individualized trainings and group seminars.

From the educational material of the “Grow Greek Tourism” platform the user can benefit in various ways. Free video tutorials guide users in the proper development and promotion of their online business. Users will learn the steps that needs to be taken to attract the right users who are interested in their business, as well as how to make the most of the internet to achieve their goals. Users will also have the opportunity to learn how to use the most modern techniques and tools such as repetitive marketing, analytics, search engines, etc.

The training seminars offered in the context of the action, create the basis for the development of his business online, inform about successful digital marketing techniques, as well as the use of basic online tools to promote a business.

The Programme “Grow Greek Tourism Online” empowers professionals and more specifically it offers:

1. SMEs to retain part of the value provided/to reap the benefits.
2. Shaping a better understanding of new market trends and consumer behavior and developing timely promotional actions.
3. Opportunities to expand to new markets (geographical and thematic) and new prospects for SMEs through the presentation of new opportunities.
4. SME business models through the upgrading of digital identity, activity and digital capabilities.
5. Possibility of developing collaborations between SMEs and highlighting collaborative efforts for the digital promotion of areas (eg local - based marketing/content marketing).

The knowledge offered by the specific Programme can be used equally by women and they can gain competitive knowledge of digital tools and marketing in order to find a job or training in the field of tourism.

Tourism exists in all countries and it is presented in various forms within them. The specific Good Practice can be used in any country to strengthen the digital skills of citizens and business-people in the field of tourism. In order to be implemented in a different national context, the provided educational material will have to be adapted to the needs of the country.



Part 5: Basic benchmarking requirements for the effective function of the offline spots

The Offline spot should be established with basic benchmarking requirements that will ensure their effective operation. The basic requirements concern both operational aspects of the offline spots and the provided services.

Infrastructure and equipment

All offline spots should be easily accessible to members of marginalized or low income groups and to persons with disabilities. Safety measures as well as measures against COVID-19 are obligatory for all offline spots according to national regulations. Heating and cooling are also necessary to ensure the well-being of the participants.

As far as the operational aspect is concerned, every offline spot should at least have:

1. **Accessibility:** the offline spot should be accessible by public transportation and accessible for people with disabilities (ramp, space, bathroom and tables with all the requirements for wheelchair)
2. **Safety:** all the foreseen safety measures in accordance with the national regulations.
3. Covid free space, with respect to current restrictions and measures
4. Heating/cooling
5. One room
6. Tables and chairs
7. Computers and projector or screen equipped with the necessary software and licenses and teleconferencing apps.
8. Headphones and microphones to be used for individual meetings and, especially, for job interviews, should be available.
9. A printer toner and paper should be available especially for the training activities.
10. A storing cabinet that can be locked should be available in the offline spot to store all stationery material.
11. A phone line, whether a new or an existing one, should be in place, for all participants or people who are interested to join the offline spots to be able to contact.
12. In case of one room availability, you can integrate the “common space” in the “computer room” and deliver all activities and provide all services in an open space, appropriately

Participants should have access to basic services such as WC and water.

Operation

For the operation of the offline spots, several items have been identified in section Offline spots operation. The minimum required tools for the operation of the offline spots are:

1. A database, where all participants will be recorded the first time they arrive in the offline spot for monitoring and auditing reasons
2. An attendance book for each activity, where all participants will sign after the completion of the activity for recording and auditing reasons



3. Consent forms are also necessary and should be available and signed by participants in the offline spots.
4. A manual or webinar on the INTERNISA portal and App should be available for participants to make use of the tools designed and produced as part of the project.

Personnel requirements

Taking into consideration that each project partner institution/organization has a different profile and consequently different synthesis of human resources, in the table below a list of the main tasks for offline spot's personnel are presented. Based on the tasks' requirements, each partner should assign staff members that have the knowledge and competences to undertake the following responsibilities. A general profile of the personnel needed is described as well, to ensure the effective operation of the offline spot's function.



- Identify and organize a set of trainings and/or activities in a systematic and planned way to implement in the offline spot, in order to enhance beneficiaries' skills and knowledge
- Support women beneficiaries in their effective participation in the INTERNISA network (CV creation, use of INTERNISA online tools, access to equipment) in order to gain and maintain sustainable employment
- Identify job opportunities relevant to beneficiaries' skills and goals and link them to potential employers via matching labor demand and supply among INTERNISA network stakeholders
- Identify and build relationships with relevant stakeholders to promote INTERNISA network (businesspeople, companies, freelancers, public sector representatives, professional bodies and other relevant stakeholders)
- Design and implement all services & activities foster relevant parties' active participation in the INTERNISA network and to facilitate job placements for women beneficiaries
- Monitor the Offline spot's activities and services and make any modification needed to expand INTERNISA network & to achieve INTERNISA KPIs
- Maintain continuous communication with the beneficiaries and the stakeholders and assist them accordingly
- Make presentations to relevant parties in the context of INTERNISA offline spots' activities (such as career days and other relevant events)
- Complete and maintain appropriate participants' registration, attendance, and assessment records
- Handle all offline spots' front desk activities i.e. phone calls, emails, post and other relevant enquires and fully inform all visitors about Offline spot's services and activities
- Facilitate registration process for participation in the offline spot's activities and services
- Administer the INTERNISA database i.e. entry of beneficiaries' and visitors' personal data, participation in activities, evaluation forms and ensure that all information needed is complete, according to project manager's guidelines
- Coordinate compliance hours and time schedule of offline spot's activities and services daily and prepare the plan for all activities
- Monitor maintenance of offline spot infrastructure and equipment, ensure its proper operation and identify and report potentially dangerous situations that would affect the safety of the staff and/or the participants
- Maintain an adequate inventory of office supplies and make all necessary procurements
- Proactively provide alternative course of action and contingency plans if necessary
- Set, adapt and pilot test the INTERNISA online tools (web portal and mobile app)
- Ensure proper and effective operation of the online tools and set the requirements for the protection of the equipment
- Design, organize and implement the INTERNISA campaign to ensure the participation of stakeholders in INTERNISA network services
- Design manual for the use of the INTERNISA online tools
- Guarantee confidentiality, impartiality and neutrality during the interpretation process
- Ensure the protection of all participants during the implementation of activities and the presence in the offline spot
- If required, communicate frequently with volunteers / interns to ensure they are motivated and well placed



Profile

The staff members that will take part in the offline spot's operation must have:

1. Demonstrated experience in job integration laboratories, especially with vulnerable populations
2. Very good knowledge of mobile applications and online platforms
3. Competence and experience in creating CV, Cover letter, Interview preparation and other job readiness tools
4. Excellent use of the MS Office
5. Proven ability in building networks and relationships with individuals and corporate partners
6. Strong interpersonal, presentation and negotiation skills
7. Excellent organizational and result-oriented skills
8. Excellent use (both oral & written) of the national language and the English language
9. Very good understanding of human rights, inequality, gender & development issues
10. Demonstrated experience in customer relationship management

Services & Procedures

As already mentioned, the rationale of the offline spot is to provide as many services and to implement as many activities are concerned as fruitful for relevant part's engagement in the online tools and in the INTERNISA network. The personnel of the offline spot will select, adjust and enrich the activities, according to the organization's profile. Though, the scope of the INTERNISA network is the women's placement and for this reason the actions below are necessary to effectively operate the offline spot.

1. Communication of the offline spot
2. Access to equipment
3. Registration and use of the online tools (INTERNISA web portal & mobile app)
4. 2day workshop in the context of the INTERNISA campaigns
5. CV creation for women
6. Announcements; Job openings and Requests for synergies
7. Networking activities involving all relevant parts or part of them, according to the institution's/organization's profile



Conclusions

The offline spots are integral part of the INTERNISA project serving several objectives, such as access to services to people without internet skills and digital upskilling, access to information, networking and . The present guidelines, developed by Actionaid Hellas, aimed at supporting all partners in the design and the development of the offline spots, according to the nature of the institution/organization, the existing infrastructure and the budget allocated for the particular output. However, as presented in the previous chapter, some benchmarking requirements are in place to ensure proper operation of the offline spots and quality of services provided to members of the target groups. The operation of the offline spots may face various challenges and are bounded by specific limitations which are presented in the following sections.

Challenges

The main challenge of the offline spots is to attract women, businesspeople and public sector representatives and to engage them in the activities for at least six months. To meet this challenge, partners should promote the offline spots and the provided services at local level.

An important challenge derives from the fact that the operation of the offline coincide with summer vacations for many sectors and high season specifically for tourism. Partners should be prepared and the promote the offline spots systematically.

One of the challenges that partners may face in the offline spots implementation is to successfully match. This challenge can be overcome by carefully assessing the profile and professional goals of the women and of the companies' needs. The offline spot personnel, having reviewed and assessed the companies' needs and visions, could propose synergies and ideas for cooperation.

An identified challenge for the operation of the offline spots is safeguarding of all participants but, especially of women, against possible violation of labour rights and/or any kind of harassment. All partners must take measures to prevent or respond to such behaviour. Such measures have been proposed and included in the present document (please see Annex 1: INTERNISA offline spots Code of Conduct). In addition, all offline spot personnel should be alert and ready to respond according to their institution's guidelines and the national legal framework.

Limitations

The objective of the offline spots is to provide access to information, equipment and training to individuals, women and business people, lacking resources and support. In addition, by bringing them together in a common space, the offline spots aspire to create a community, a network of support for all participants which will help them overcome difficulties and, even, create new ideas and synergies. However, the offline spots are limited by the available resources and the objectives of the specific project. For example, even though the project targets and supports women's integration in the labour market, the dimension of gender and equality is not a specific focus or objective of the project. However, the project tried to ensure protection of women participating in the offline spots through the use of a code of conduct. The code of conduct drafted and attached at the end of this document will be used as an example by the partners who are expected to have a code of conduct available for all participants in the offline spots. Another limitation of the project and of the offline spots is that female entrepreneurship is not directly



promoted. However, it is expected that in the context of the offline spots, women will become familiar with entrepreneurship, whereas SMEs with female employees will be empowered.

The establishment and operation of the offline spots is connected to the rest activities of the project, such as the INTERNISA campaigns part of which will be implemented in the context of the offline spots. In addition, the pilot testing of the offline spots will be part of the evaluation of the INTERNISA structures in terms of their impact on young women NEETs employability. Therefore, the activity of the offline spots will be closely and systematically monitored by all implementing partners throughout their operation. This information will be of great value in identifying the strong and weak practices, the external factors influencing the processes and the possible improvements that can be introduced to maximize the impact of the offline spots.



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Annex 1: INTERNISA offline spots Code of Conduct

INTERNISA

CODE OF CONDUCT

- **Introduction**

- The employees in the INTERNISA offline spots are committed to ensuring that all participants behave in a reasonable manner that both respects and protects the vulnerable beneficiaries of the project.
- This Code of Conduct is binding for all the providers and participants in INTERNISA offline spots.
- In case the Code of Conduct demands higher standards compared to national law, then this Code will prevail.

- **Protecting human rights and values**

The provider himself/herself, in addition to his/her employees and subcontractors will respect the dignity and value of all persons, including equal rights for men and women, according to INTERNISA offline spots partnership's values. Specifically, these values are:

- **Mutual Respect**, requiring us to recognise the innate worth of all people and the value of diversity.
- **Equity and Justice**, requiring us to ensure the realisation of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, health, disability, location and religion.
- **Integrity**, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions.
- **Solidarity with People Living in Poverty and Exclusion**.
- **Courage of Conviction**, requiring us to be creative and radical, bold and innovative - without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality.
- **Independence** from any religious or party-political affiliation and Humility, recognising that we are part of a wider alliance against poverty and injustice.

- **Demonstrating mutual respect and compliance with national legislation**

- The provider will respect the national law and local culture, where they are not in conflict with the partnership's values (as described in section 2).
- The provider will not take part in any form of discrimination, bullying and harassment, or abuse (physical, sexual or verbal), intimidation, humiliation, shaming or exploitation, or in any other way infringe the rights of others.

- **Maintaining high standards of personal and professional conduct**

- The provider will neither abuse his/her position of power as a provider of the INTERNISA offline spots nor raise the expectation of communities, providers or other third parties s/he engages with. S/He will be honest about the services and resources offered by the INTERNISA offline spots.
- The provider will not behave in a way that undermines his/her ability to work or is likely to bring the INTERNISA offline spots into disrepute, in and outside of work.
- When working or travelling on behalf of the INTERNISA offline spots, the provider will observe all local laws and be sensitive to local customs.



- The provider, his/her employees and subcontractors will not engage in sexual relations with a vulnerable beneficiary of the INTERNISA offline spots.
- The provider will not work whilst under the influence of alcohol or drugs or being in possession of it during work.
- The provider will not profit from the sale of any other illegal goods or substances whilst employed by in an INTERNISA offline spot.
- The provider will not accept bribes or significant gifts from governments, communities, donors, suppliers or others which have been offered as a result of his/her employment.
- The provider will not be part of or allow involvement in any activities that contravene human rights or those that compromise the work of INTERNISA offline spots.
- **Protection and use of assets, resources, and information**
 - The provider agrees to account to the partner member of the INTERNISA partnership for all money and property in his/her care.
 - The provider will not use the INTERNISA offline spots' or other equipment to view, download, create or distribute inappropriate material (including but not limited to, pornographic, defamatory, abusive, sexist, prejudice or racist messages)
 - The provider will respect the privacy of the INTERNISA offline spots' beneficiaries and employees and will not share their confidential or personal data, without obtaining prior written consent, pursuant to the applicable international and national legislation on data protection.
- **Avoiding conflicts of interest and duty**
 - The provider will be transparent and honest in all his/her dealings with the INTERNISA offline spots personnel, and not pursue any other personal, professional or family gain or advantage in such dealings.
 - The provider will declare to the INTERNISA offline spots any connections including personal affiliation with family members, friends or business with other parties that may constitute a conflict of interest, and duty and ensure that his/her work does not benefit any such connections.
- **Compliance with Code of Conduct and reporting obligation of incidents or concerns**
 - The engagement with the INTERNISA offline spots is conditional on the signing and therefore agreement to the Code of Conduct and its content.
 - The provider is obliged to immediately report any observed violation of the Code of Conduct to the local partner or the project coordinator (Anastasia Sidera, anastasia.sidera@actionaid.org)
 - The provider is aware that the INTERNISA offline spots may choose or (and in some cases be obliged) to report to the relevant professional or government authorities any instances wherein the law has been or suspected to have been broken.

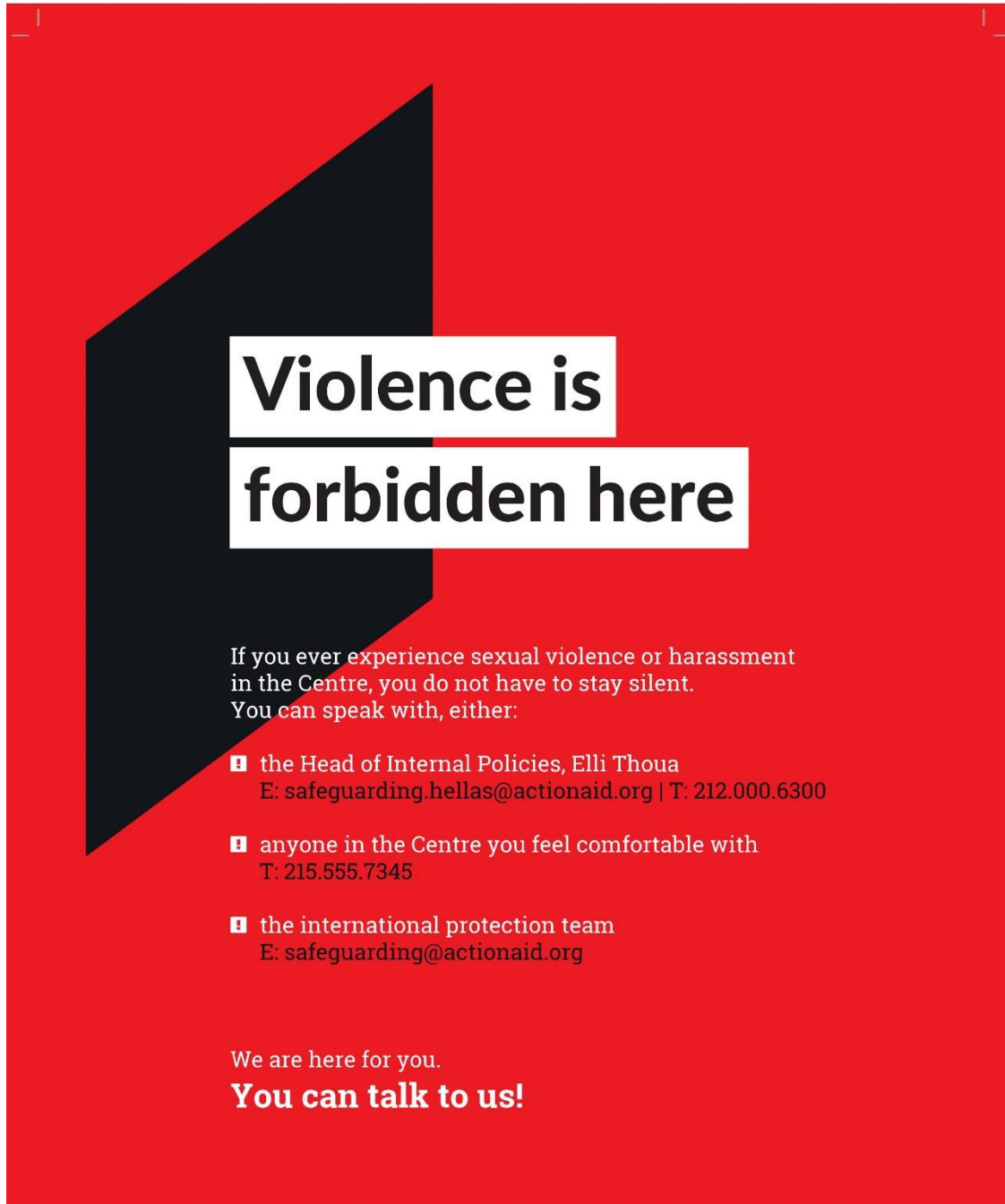
The provider confirms that s/he has read and understood the INTERNISA offline spots values, attitudes and behaviours and accepts this Code of Conduct.

PROVIDER'S FULL NAME:

SIGNATURE/STAMP: **DATE:**/...../.....



Annex 2: Poster against Violence



act:onaid

ActionAid Community Centre Athens
athens.actionaid.gr
 📍 /ActionAidHellasCommunityCentre
 📱 /ActionAid_CommunityCentre





act:onaid

Violence is forbidden here

ActionAid does not tolerate
any form of violence
and abuse.





Annex 3: Flyer against Violence- Example



We do not tolerate any of the following behaviours from anyone associated with the organisation against anyone we come into contact with, through our work:

- ! **Abuse:** physical contact of a sexual nature, whether by force or under unequal conditions.
- ! **Harassment:** unwanted behaviour of a sexual nature by any person whatsoever, which may take place once or repeatedly.
- ! **Exploitation:** abuse of power or trust for sexual purposes, aiming at any kind of profit.

Employees and partners of ActionAid must not exercise any form of violence. They must respond timely to these types of behaviour, ensuring confidentiality and supporting individuals.

Has any of this happened to you?

If so, whether you've experienced something similar in person or online, or if you are worried that this may have happened to someone you know, you can contact Elli Thoua, Head of Internal Policies at ActionAid Hellas, by sending an email at safeguarding.hellas@actionaid.org or/and by calling at **212.000.6300**. You can also talk to any employee in our Centre with whom you feel safe (reception, councilor, center's manager) or contact the international team at safeguarding.hellas@actionaid.org or whistleblowing@actionaid.org.

**We are here for you.
You can talk to us!**



ActionAid Community Centre Athens
Petras 93 Street, 10444, Athens
T: 215.555.7345
E: athens@actionaid.org
Monday-Friday: 09:00-20:30

athens.actionaid.gr
📍 /ActionAidHellasCommunityCentre
📍 /ActionAid_CommunityCentre



Annex 4: Curriculum Vitae (lack of working experience)

YOUR NAME

Street Address | City, ST ZIP Code | Phone Number | Email

Objective

An entry-level marketing or management position with a medium-sized business.

Education

Type of Degree

Expected Date

Name of College/University

- Major: Management
- Minor: Marketing
- Related course work: Personnel management, business management, business ethics, business law, macroeconomics, statistics, marketing, and sales.

Skills & Abilities

Management

- Developed and implemented new fundraising program for social fraternity, which brought in more than \$1,500 for local charity.
- Worked with local and national alumni chapters to coordinate chapter house expansion, including negotiating a construction contract and schedule.
- Organized and communicated to chapter alumni a house expansion fundraising program, which to date has brought in enough to cover 50% of expansion costs.
- Managed chapter house finances for two years, including collecting dues and paying bills.

Sales

- Led campus newspaper advertising staff three consecutive years for most advertising dollars generated.
- Organized and implemented advertising promotion which increased number of advertisers by 45%.



Communication

- Presented monthly financial reports to chapter members and quarterly reports to national headquarters.

Leadership

- Served as fraternity president, business manager, and social chairman.
- Named to Organization name.

Experience

Advertising Manager

State College Student News

- Responsible for page and classified advertising sales and promotions.
- Created successful advertising promotions which increased ad revenue by 65%.

Start Date to
End Date

Server

Oakhill Pub

- Provided excellent table service and fostered guest satisfaction in fast-paced restaurant and bar.

Start Date to
End Date



Annex 5: Curriculum Vitae (low skills)

Your Name

phone number
Email
City, Country

short description of your profile
and professional goal

Experience

Dates
Position, Employer-Company, Location
• (Duties)

Dates
Position, Employer-Company, Location
• (Duties)

Dates
Position, Employer-Company, Location
• (Duties)

Dates
Position, Employer-Company, Location
• (Duties)

Volunteering

Skills

Soft Skills

-

Hard Skills

-

Education

Dates
Diploma, Institute, Location

Languages

Language 1: Mother Language

Language 2:

IT Skills

Interests



Annex 6: Cover Letter

[Your Name]

[Address, City, ST ZIP Code] | [Telephone] | [Email]

[Date]

[Recipient Name]

[Title]

[Company]

[Address]

[City, ST ZIP Code]

Dear [Recipient]:

[If you're ready to write, just select this tip text and start typing to replace it with your own. Don't include space to the right of the characters in your selection.]

[It's easy to match any of the text formatting you see here. On the Home tab of the ribbon, check out the Styles gallery for all styles used in this letter.]

Sincerely,

[Your Name]



Annex 7: Job Seeking Process

Employer/ Company	Contact Person	Date	Application (e-mail, phone call, face2face)	Response	2nd contact	Notes/ Remarks



Annex 8: List of Common Job Interview Questions

Common Job Interview Questions

1. **“Tell me about yourself”**
2. **“What were the main tasks in your previous job?”**
3. **“Could you please tell me something successful that you achieved in your previous job?”**
4. **“What were your main failures and how did you manage them? Who was responsible for the failures”**
5. **“Why do you want to leave your current job?”**
6. **“What are your main advantages and what are your main negative characteristics?”**
7. **“What are your short-term goals and what are your long-term goals? How do you plan to achieve your goals?”**
8. **“What is your opinion for your previous manager (or the last company that you worked)?”**
9. **“Could you please describe an example when you should address a pressure situation? What did you do? What was the result?”**
10. **“What do you know about our company? Why do you want to work with us?”**
11. **“How do you handle the rejection? Could give me an example?”**
12. **“With what kind of people you can not cooperate in the workplace?”**
14. **“Why should we select you for the job position?”**
15. **“What salary amount is satisfying for you?”**