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EXECUTIVE SUMMARY

The MoreThanAJob project wishes to bring a change in the way that Social and Solidarity Economy Actors (SSE) actors and public institutions collaborate for services provision to the unemployed, focusing on vulnerable groups (uneducated and newly arrived migrants/refugees).

During the project implementation the SSE actors and public institutions will be trained in the application of a framework of best practices. In the framework of Work Package 3 (WP3) and more specifically the Activity 3.1, cross-border training workshops were organized for transferring the knowledge on the application of the best practices to trainers.

One of the major main activities in the MoreThanAJob project is conducting Training of Trainers Workshops to all partners existing in the 5 countries (Palestine, Jordan, Lebanon, Italy and Greece).

The following sections provide an overview of the training-of-trainers workshops that have been organized by Eurotraining Educational Organization and Business Consultancy and Training Services- BCTS. These training workshops had a focus in issues related to Public authorities.

The Last 2 Sessions of the TOT Workshops were addressed to trainers who will deliver Training/ seminars for Public Administrations representatives in the next stage.

These 2 TOTs were prepared and conducted successfully by Business Consultancy and Training Services – BCTS – Lebanon and Eurotraining - Greece during February 2021.

Eurotraining- Greece conducted online the first TOT sessions for PAs Trainers from all partners' Consortium during 20 hours on February 1, 2, and 3, 2021. (Annex 1: PA's TOT Session 1 (EuroTraining February 2021))

BCTS- Business Consultancy and Training Services, Lebanon prepared and conducted successfully also an Online training on February 15, 16 and 17, 2021. (Annex 2: PA's TOT Session 1 (BCTS February 2021))



Every TOT was different and added value to all Trainers who learned a lot from the expertise of the Trainers who were delivering and conducting the sessions in a very interactive way.

Participants from all Partners' Countries (Palestine- ANNU and NNCI, Jordan – MUTAH, Lebanon- BCTS, Greece- Eurotraining, and Italy- CEISIE) were all involved and interested to attend day after day and they were eager to learn more techniques and skills.

Business Consultancy and Training Services – BCTS was responsible of the assessments and the evaluation the whole Training sessions and the final report.

You can find below in details the whole evaluation of the TOT- PAs Training sessions and the full report.



INTRODUCTION

The “Reinforcing Social and Solidarity Economy SSE for the unemployed, uneducated and refugees” project, referred to as “MoreThanAJob” falls under European Union ENI CBC MED programme priority A.3: “Promotion of social inclusion and fight against poverty (Promote economic and social development)”. The project, which resembles to a consortium of seven partners from Palestine, Jordan, Lebanon, Italy and Greece, aims at enforcing social inclusion of vulnerable, unemployed populations by applying best practices for more effective collaboration of the SSE actors with relevant public administrations.

This project entails the following 3 main objectives:

- (i) Enhancing the access to employment and education system for vulnerable groups as, for instance, uneducated and refugee’s populations, that do not possess formal proofs of qualifications and skills;
- (ii) Designing and adopting a framework of new social pilot schemes, based on international best practices, which will assist the SSE actors working in the field of unemployment and facilitate their interaction with relevant public administration and
- (iii) Developing a virtual multilingual interactive space (portal) to enrich the interaction between these SSE actors and the Public administration.

Since MoreThanAJob objectives are interlinked, the project’s contribution to poverty reduction through social inclusion (which consists of the injection of 200,000 euros in the form of subgrants) cannot be achieved without enhancing the coordination and interaction between SSE actors and public administrations (which consists of designing the virtual portal and the implementation of capacity development programmes) and therefore, 5 online “Training of Trainers” workshops were conducted concerning the implementation of “MoreThanAJob” Framework in both Public authorities and SSE actors.

MoreThanAJob aims to promote economic and social development by facilitating the inclusion in the employment and educational system of some of the most vulnerable population groups. It will deliver and demonstrate a framework of best practices for inclusion of the unemployed (including refugees and uneducated) in the work and education system.



The framework is based on the collaboration of SSE actors and public authorities for delivering more effectively their services.

The SSE actors and public institutions will be trained in the application of the framework. Pilot sub-projects applying the framework will also take place. By assisting the target population in entering the economy, we foresee at least 500 new full-time contracts. To make an impact in the long-term, train-the-trainer seminars have been planned, as well as policy recommendations. In the long-term, by applying the framework, we foresee at least 1000 new jobs in each of the target countries yearly. Long-term impact is also expected in the SSE actors' ecosystem (at least 100 new positions per year in each country).

During the training of each day several topics have been raised and discussed. Below there is an overview of the key points in each respective day of the training:

ACTIVITIES DESCRIPTION / SUMMARY

Eurotraining: Greece

The 3-day sessions included theoretical and practical training in thematics that focused on Public administration officers. The workshop was targeting 15 trainers who participated. Approximately, 24 registered participants attended the majority of the workshop sessions.

The training expert responsible for the activities was Mr Yiannis Lyeros, who has theoretical and practical expertise in issues related to social inclusion, entrepreneurship, public administrations, social economy, vulnerable social groups (e.g. migrants, refugees, unemployed) and adult education. (Annex 3: List of Participants in the 2 TOT sessions)

Main Objectives

- ❖ Select the appropriate tools that can be used for each specific context (inspired from case studies and informed by methods).
- ❖ Implement better and more inclusive ways for the inclusion of the unemployed (including refugees and uneducated) in the work and education system in their territories (identifying challenges, opportunities and solutions).
- ❖ Create a network of practitioners to promote peer-to-peer learning.



The training workshop lasted three days and was held online. Selected trainers from the partner Mediterranean countries (Palestine, Jordan, Lebanon, Italy and Greece) participated in the activities that had been scheduled. The training module included theoretical and practical sessions that both had a strong focus on interaction and mutual learning.

Business Consultancy and Training Services-BCTS, Lebanon

The 3-day workshop of Training of trainers conducted by BCTS were more than engaging to all Trainers/Partners from partners' countries. The number of hours and the agenda of this TOT workshop are showed in details in the Annex 4. This Training was conducted by Dr. Wafaa Haidamous, Managing Director of BCTS and Senior International Trainer- CRP. Almost 15 trainers from all partners' consortium attended most of the sessions with a great interaction and engagement.

The Approach and techniques: The approach was very positive because of the high interaction and the strong participation of the trainers from partners 'countries. (Annex 4: TOT Evaluation Results)

Objectives of the TOT workshop: Behavioral/ Technical

By the End of this TOT workshop, the participants should learn:

- ❖ The main difference between Training, Facilitation, Presenting
- ❖ How to prepare a good Training Material based on KSA
- ❖ How to get ready for a Training Onsite/ Online
- ❖ How to involve participants especially ONLINE
- ❖ How to divide Participants into Rooms (Groups)
- ❖ How to explain the framework in a very involving way
- ❖ When, how, what to prepare ahead of the training
- ❖ Having an alternative plan
- ❖ Measuring the impact of any training session



Table 1 Training Schedule

Training Date	Location	Prepared and Delivered by:
February 1, 2 and 3, 2021	Online – Zoom	EuroTraining – Greece
February 15, 16 and 17, 2021	Online – Zoom	BCTS - Lebanon



RESULTS / DISCUSSION

The output from the Training of Trainers programmes was a group of up to 15 trainers, competent in the design and delivery of training programmes within their countries. Considering the expected outcomes, the training of trainers will focus on the MoreThanAJob framework and the already selected best practices.

To wrap it up, the TOTs workshops design and implementation tried to combine a theoretical and practical part. The idea has been not only to provide the highlights regarding key issues but also to inspire the participants by real life examples and best practices. During the training, the active participation and engagement of the trainers has been supported by a series of activities, discussions, and case studies. The latter is quite important for being able to promote mutual knowledge transfer, exchange of experiences and peer-to-peer learning.

The two Training of Trainers (TOT) workshops concerning PA's prepared by BCTS and Eurotraining aimed to strengthen and empower the Trainers for the project implementation at cross border level. These workshops gave the opportunity for around 15 trainers to refining skills to implement the "MoreThanAJob" framework to Public Administrations (PA's) representatives. The implementation of the framework will increase the cooperation between SSE's and PA's to rise the social inclusion for the unemployed, uneducated and refugees.

Furthermore, the below skills and knowledge were improved:

- ❖ Empowering & Strengthening the skills of PA's Trainers
- ❖ The interaction among participants and the opportunity to share experiences and information on our local contexts, but also similar challenges and how they are addressed (or tried to) in the different local contexts
- ❖ Identifying training objectives and planning training sessions
- ❖ Identifying the methods of collecting Data
- ❖ Identifying the best analytical way to validate Data
- ❖ Learning how to describe the Framework Model (National Policies, Best Practices....)
- ❖ Practicing skills using the specific knowledge component they are assigned to

- ❖ Understanding the importance/Techniques of the virtual Training
- ❖ Implementing in a better and more inclusive ways the inclusion of the unemployed (including refugees and uneducated) in the work and the educational system in their territories (identifying challenges, opportunities, and solutions)
- ❖ Creating a network of practitioners to promote peer to peer learning
- ❖ The main difference between Training, Facilitation, Presenting
- ❖ How to prepare a good Training Material based on KSA
- ❖ How to get ready for a Training Onsite/ Online
- ❖ How to involve participants especially ONLINE
- ❖ How to divide Participants into Rooms (Groups)
- ❖ How to explain the framework in a very involving way
- ❖ When, how, what to prepare ahead of the training
- ❖ Having an alternative plan
- ❖ Measuring the impact of any training session
- ❖ The principle of adult learning: Applying adult and accelerative learning theory and techniques
- ❖ Their role in the training process : Individual trainer styles... the training learning curve
- ❖ Focused presentations: How to be really effective with lecturette and facilitation through skill practices
- ❖ Maximizing learning for longer / greater retention

CONCLUSIONS AND RECOMMENDATIONS

The overall implementation of the MoreThanAJob's training-of-trainers' workshops has strengthened the project network and collaboration at a cross-border level. In general, the activities focused on building and strengthening the capacity of trainers, in terms of knowledge and skills for implementing and disseminating the MoreThanAJob framework to Public Administrations (PAs). The latter has as an overall goal the inclusion of the unemployed



(including refugees and uneducated) through SSE initiatives with the cooperation of public (PA) and private (SSE) stakeholders.

A participatory and inclusive approach was the main idea behind these TOTs workshops. Therefore, the participants had the chance to get familiar with the main theoretical concepts of the selected thematic, to be introduced in resources and material that could be used by them for designing their future training session and last but not least they had the chance to participate in a series of interactive activities during the training workshop.

Finally, it is quite important to mention that during these workshops, peer-to-peer learning was encouraged. In addition, the exchange of best practices has brought forward “new knowledge” among the participants and during the discussions common challenges and ideas were shared. Overall, the networking of the trainers among the partners has been strengthened and a common channel of communication, mutual learning and support has been created. Such an outcome is crucial and beneficial especially for the later stages of the related activities that will take place in all the partners’ countries.

The ONLINE TOT Workshops were challenging somehow; yet, every partner could manage to deliver the TOT in the best way to keep trainers well informed and ready to deliver the PAs Training in each country from the consortium.



APPENDICES

Annex 1: PA's TOT Session 1 (EuroTraining February 2021)

Eurotraining (Trainer: Mr. Yannis Lyeros)

01.02.2021 Day I: Public Administration & SSE Initiatives (Duration 5 hrs incl. 30 min break)
11.30 - 11.40: Welcome: EUROTRAINING & ANNU Duration 10 min
11.40 - 12.00: ToT Workshop Presentation: EUROTRAINING Duration 20 min
12.00 - 13.00: Session 1: Public Administration and SSE Actors: An Initial Mapping Duration 1hr
13.00 - 14.00: Session 2: Public Administration as an SSE Catalyst: The Kypseli Municipal Market Duration 1hr
14.00 - 14.30: Break Duration 30 min
14.30 - 15.00: Discussion of Sessions 1 & 2 Duration 30 min
15.00 - 16.00: Thematic Workshop I: Activities for Participants Duration 1hr
15.40 - 16.00: Discussion of Workshop I & Closing Remarks Duration 30 min
02.02.2021 Day II: Public Administration & Vulnerable Social Groups (Duration 5 hrs incl. 30 min break)
11.30 - 11.40: Welcome: EUROTRAINING Duration 10 min
11.40 - 12.00: Sum up of the 1st Day: EUROTRAINING Duration 20 min
12.00 - 13.00: Session 3: Public Administration and Social Integration: An Overview Duration 1hr
13.00 - 14.00: Session 4: Empowering the Vulnerable: Experiences from the Public Sector Duration 1 hr
14.00 - 14.30: Break Duration 30 min
14.30 - 15.00: Discussion of Sessions 3 & 4 Duration 30 min
15.00 - 16.00: Thematic Workshop II: Activities for Participants Duration 1hr
16.00 - 16.30: Discussion of Workshop II & Closing Remarks Duration 30 min
03.02.2021 Day III: Specific Skills and Goals (Duration 5 hrs incl. 30 min break)
11.30 - 11.40: Welcome: EUROTRAINING Duration 10 min
11.40 - 12.00: Sum up of the 2nd Day: EUROTRAINING Duration 20 min
12.00 – 13.00: Session 5: Public Authorities and SSE: Fostering the PA Engagement Duration 1 hr
13.00 – 14.00: Session 6: Mind the Gap: Social Awareness Tips for PA Officials Duration 1 hr
14.00 - 14.30: Break Duration 30 min
14.30 - 15.00: Discussion of Sessions 5 & 6 Duration 30 min
15.00 - 16.00: Thematic Workshop III: Activities for Participants Duration 1hr
16.00 - 16.30: Discussion of Workshop III & Closing Remarks Duration 30 min

Annex 2: PA's TOT Session 1 (BCTS February 2021)

BCTS (Trainer: Dr. Wafaa Haidamous)

SCHEDULE	February 15, 2021	February 16, 2021	February 17, 2021
9:00 - 9:15	Welcoming Trainers' Expectations	Welcoming/Icebreaker Recap Day 1	Welcoming/Icebreaker Recap Day 2
9:15 – 11:00	Icebreaker Introduction to the TOT Workshop Workshop Objectives Participants' Pre-Presentations Difference between Training, Facilitation, Seminar, Presentations, etc. Main Components of the Training Activities	Energizer Research approaches for the Development of the Framework Group work/Case Study Main components of the Framework Activities	Energizer Integration of the International Best practices in "MoreThanAJob" Framework Dealing with different Types of Participants Ethics in Training Training Environment Cases/ Group work
11:00- 11:15	Break	Break	Break
11:15 - 13:00	Energizer Target audience for social Schemes/MoreThanAJob Gathering Materials TNA, Training's Objective Content, process Participants' Needs Reviewing the Materials Cases/Group work	Energizer The MoreThanAJob development framework Case Studies: National Success Stories Main Components to conduct a successful Training Activities	Energizer How to measure the ROI of any training session/Online Training Process of the ROI Methodology Make the Virtual Learning successful Lesson Learned Delivery Tips and Tricks Using Visual Aids

			Creating Supporting Materials
	<p>Keeping it Interactive Encouraging Discussion Onsite/ Online Using Group Work</p> <p>Activities Wrap up Day 1 Closing Day 1</p>	<p>Techniques of the Training (Onsite, Online) The Effective Trainer</p> <p>Activities Wrap up Day 2 Closing Day 2</p>	<p>Conclusion Participants' Post-Presentation</p> <p>Wrap up Day 3 Closing of TOT session</p>

Annex 3: List of Participants in the 2 TOT sessions

No	Name & Surname	Partner Organisation	Country
1	Dima Nasser Hilan	Nablus Chamber of Commerce and Industry	Palestine
2	Suheir Alsaleh	An-Najah National University	Palestine
3	Fadia Hashaika	An-Najah National University	Palestine
4	Imad Ibrik	An-Najah National University	Palestine
5	Baheej Nasassra	An-Najah National University	Palestine
6	Samir Naimeh	Business Consultancy and Training Services	Lebanon
7	Emilio Zaccour	Business Consultancy and Training Services	Lebanon
8	Wafaa Haidamous	Business Consultancy and Training Services	Lebanon
9	Omer Maaitah	Mutah University	Jordan
10	Rawan Al.Majali	Mutah University	Jordan
11	Suha Aldmour	Mutah University	Jordan
12	Mohammad Almajali	Mutah University	Jordan

13	Saba Alodat	Ministry of Public Works & Housing	Jordan
14	Ghaith Alnawaiseh	Ministry of Public Works & Housing	Jordan
15	Giulia Tarantino	CESIE	Italy
16	Gabriele Tusa	CESIE	Italy
17	Martina Romano	CESIE	Italy
18	Ester Maria Kalogeroudi	EUROTraining Educational Organization	Greece
19	Athanasios Lakrintis	EUROTraining Educational Organization	Greece
20	Nefeli Bantela	EUROTraining Educational Organization	Greece
21	Sokratis Vekris	EUROTraining Educational Organization	Greece

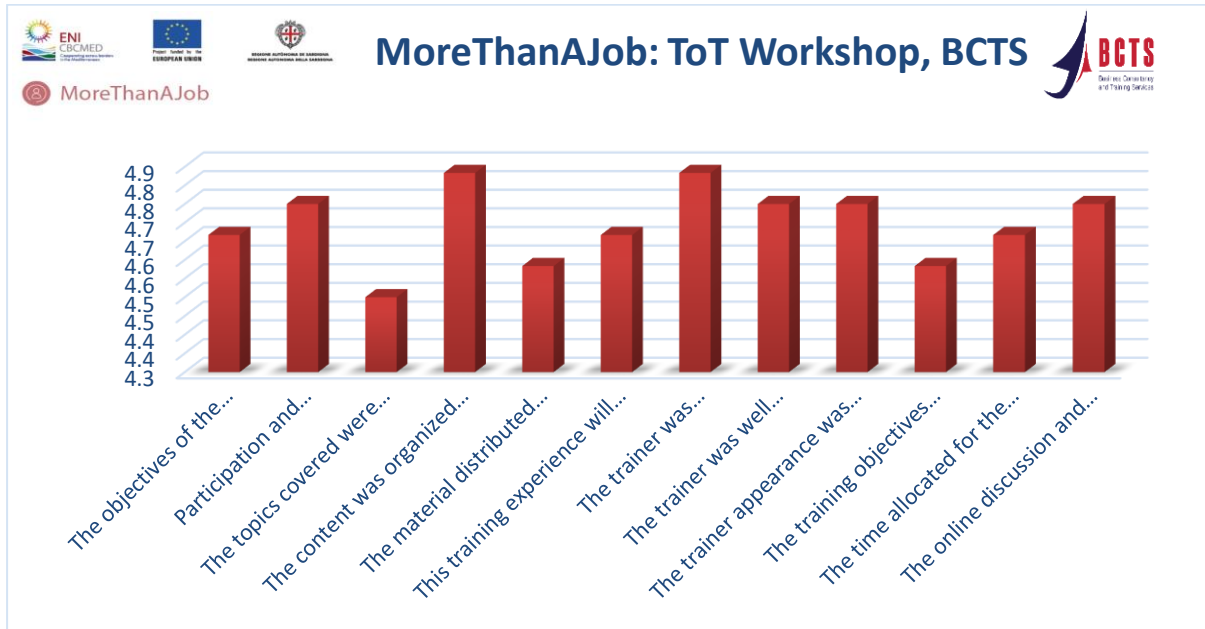
Annex 4: TOT Evaluation Results

Evaluation Questions

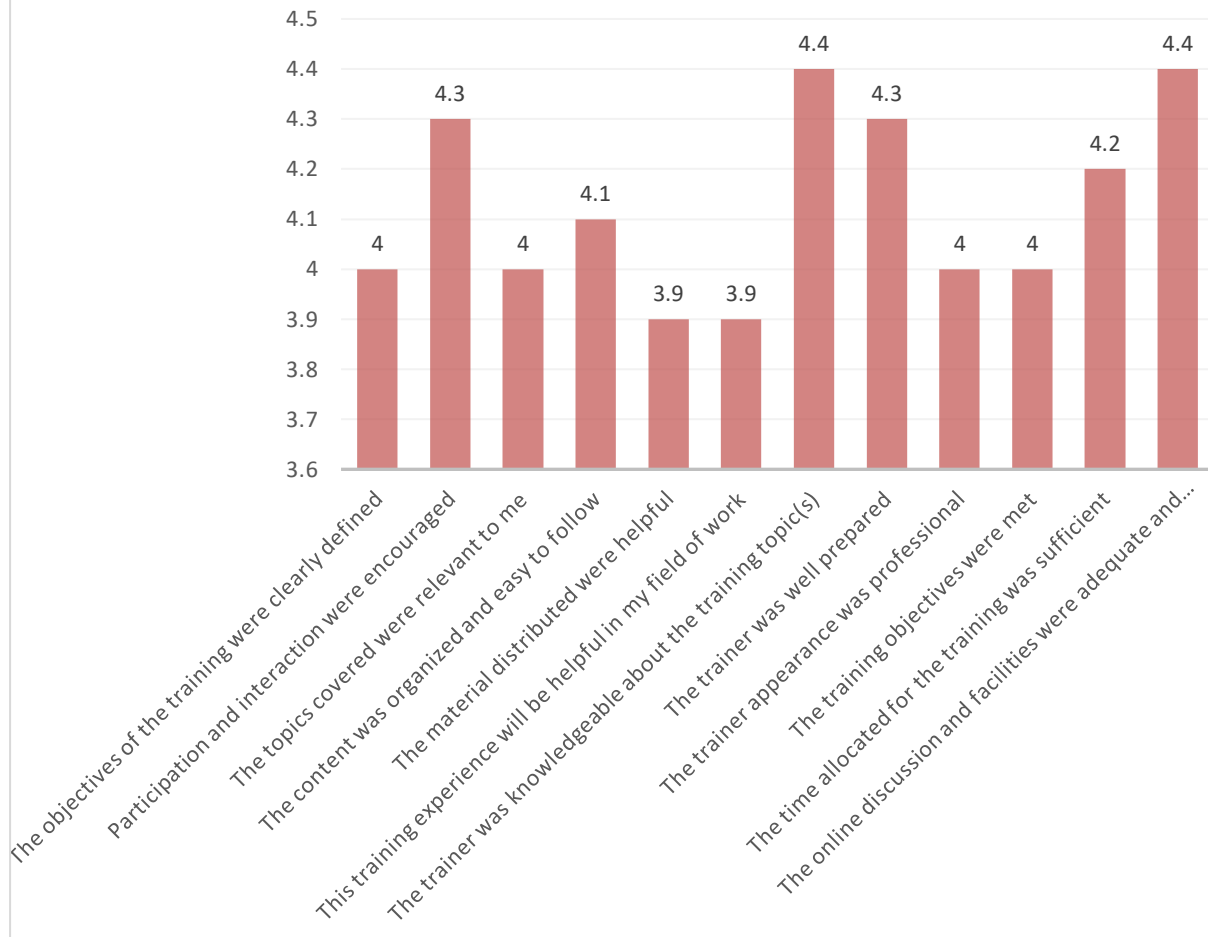
- ❖ The objectives of the training were clearly defined
- ❖ Participation and interaction were encouraged
- ❖ The topics covered were relevant to me
- ❖ The content was organized and easy to follow
- ❖ The material distributed were helpful
- ❖ This training experience will be helpful in my field of work
- ❖ The trainer was knowledgeable about the training topic(s)
- ❖ The trainer was well prepared
- ❖ The trainer appearance was professional
- ❖ The training objectives were met
- ❖ The time allocated for the training was sufficient
- ❖ The online discussion and facilities were adequate and sufficient



Evaluation Chart



MoreThanAJob: ToT Workshop, EuroTraining





Annex 5: Some Pictures from the ONLINE Training of Trainers Workshops

The "Social Footprint" of the shops & organizations of the Agora

- 50.000 persons are monthly informed about the activities and news of the Agoras permanent stores
- 11 new job openings
- 150+ mentions on media outlets
- 15+ visits from International Media
- 35+ events in collaboration with the Agora's stores
- 200 students discovered Social Entrepreneur ship through one to one interview with store owners
- 25 Greek & International politicians and public persons were informed about the Agoras activities

6000 products of local producers

2 tones of food donated to citizens of Athens

175 donations of repaired computers to 27 public schools with 4000 beneficiaries

10 series of programming, web design & IT lessons

250+ beneficiaries

1114 beneficiaries

9 jobs created

1630 beneficiaries

23 jobs created

21 jobs created for the team of Kypseli Market

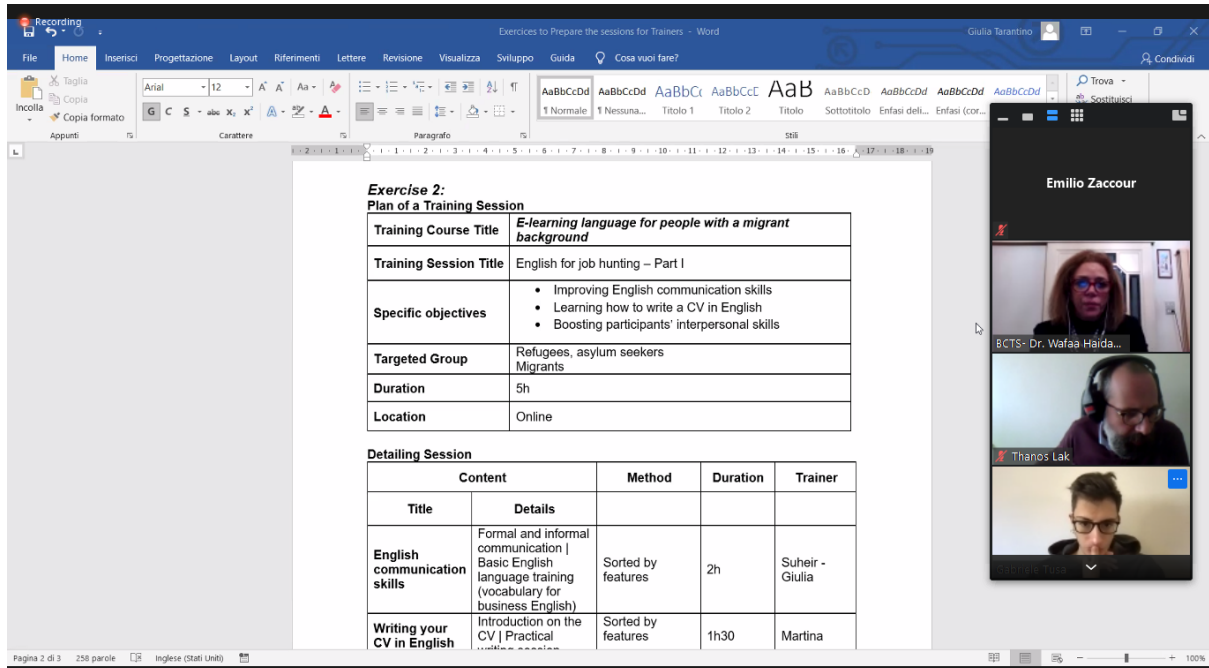
1000 donors

ENI CBC MED Programme— MoreThanAJob Project :Reinforcing social and solidarity economy for the unemployed, uneducated and refugees

Zoom Meeting

Participants:

- BCTS- Dr. Wafaa Haidamous
- Emilio Zaccour
- Martina Romano
- Thanos Lak
- Giulia - CESIE
- Suheir Alsaieh
- Gabriele Tusa
- Ester Prynne
- Baheej
- Nefeli Bantela
- socrates
- iPhone
- Adel



**Exercise 2:
Plan of a Training Session**

Training Course Title	<i>E-learning language for people with a migrant background</i>
Training Session Title	English for job hunting – Part I
Specific objectives	<ul style="list-style-type: none"> Improving English communication skills Learning how to write a CV in English Boosting participants' interpersonal skills
Targeted Group	Refugees, asylum seekers Migrants
Duration	5h
Location	Online

Detailing Session

Content		Method	Duration	Trainer
Title	Details			
English communication skills	Formal and informal communication Basic English language training (vocabulary for business English)	Sorted by features	2h	Suheir - Giulia
Writing your CV in English	Introduction on the CV Practical	Sorted by features	1h30	Martina

