MoreThanAJob

MoreThanAJob framework of social Schemes

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MoreThanAJob - Reinforcing social and solidarity economy for the unemployed, uneducated and refugees

WP3 – Social schemes & sub-grant

Output 3.2 – MoreThanAJob framework of social schemes and guidelines for its implementation

June 2020

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1   Background

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 refugees 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, a framework of social schemes is required to be designed, contextualized, adapted and continuously tested.

2   Target audience and framework objectives

The MoreThanAJob framework for new social pilot schemes targets: (i) the SSE actors working in the field of unemployment, education, and refugees by providing guidance for them to conceptualize innovative social inclusion interventions and benefit form project's sub-grants; (ii) the public administration officials whom are/will be in charge of implementing excitant/improved social inclusion policies while dealing with the most vulnerable and deprived populations; (iii) partner countries' consortium members which will rely on the framework's social schemes to develop and tailor their capacity building programmes for SSE actors and public administration officials; (iv) policy makers whom will rely on the framework while advocation for social inclusion policy review/improvement; (v) Academic researchers and social activists and influencers whom might use the framework as a tool for social audit on public administration role in applying inclusive social and economic inclusion approaches.

Accordingly, the MoreThanAJob framework aims at providing a comprehensive guide for social inclusion initiatives as well as a reliable tool for policy advocacy, capacity development and social audit.
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3   Research approaches and methodologies

The design of an inclusive framework requires the participation and collaboration of all MoreThanAJob stakeholders. Thus, a mixed methods conceptual framework was put in place to tackle different entry points in the development of the project's framework of social schemes. As such the MoreThanAJob best practices conceptual framework is illustrated as per the below figure:
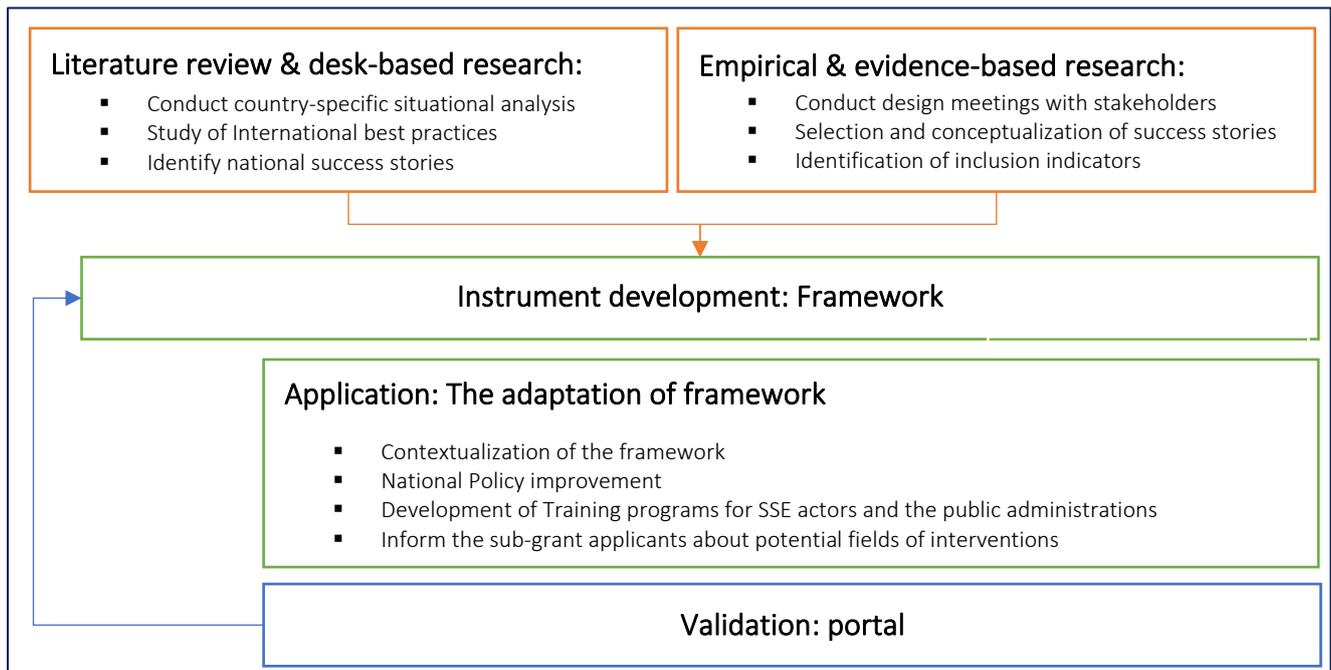
The below methodological key steps were elaborated throughout the process:

3.1   *Data collection and processing (mixed method)*

A literature review, covering the social and solidarity economy key concepts, has been conducted to get an in-depth understanding for social inclusion theories and areas of applications. This study contributed in the exploration of the following five international best practices:

- IBP1: Labor-owned enterprises (Homecare cooperatives in the US)
- IBP2: Integrated community-based operations (Amanercer de los cartoneros cooperative in Argentina)
- IBP3: Accreditation for prior learning (certificate of experience in Netherlands)
- IBP4: Market integration by language education (Language training for refugees) Adult Migrant English Program (AMEP) – Australia
- IBP5: Bridging programmes to support competency-based assessment for uneducated & refugees (Australia and Canada)

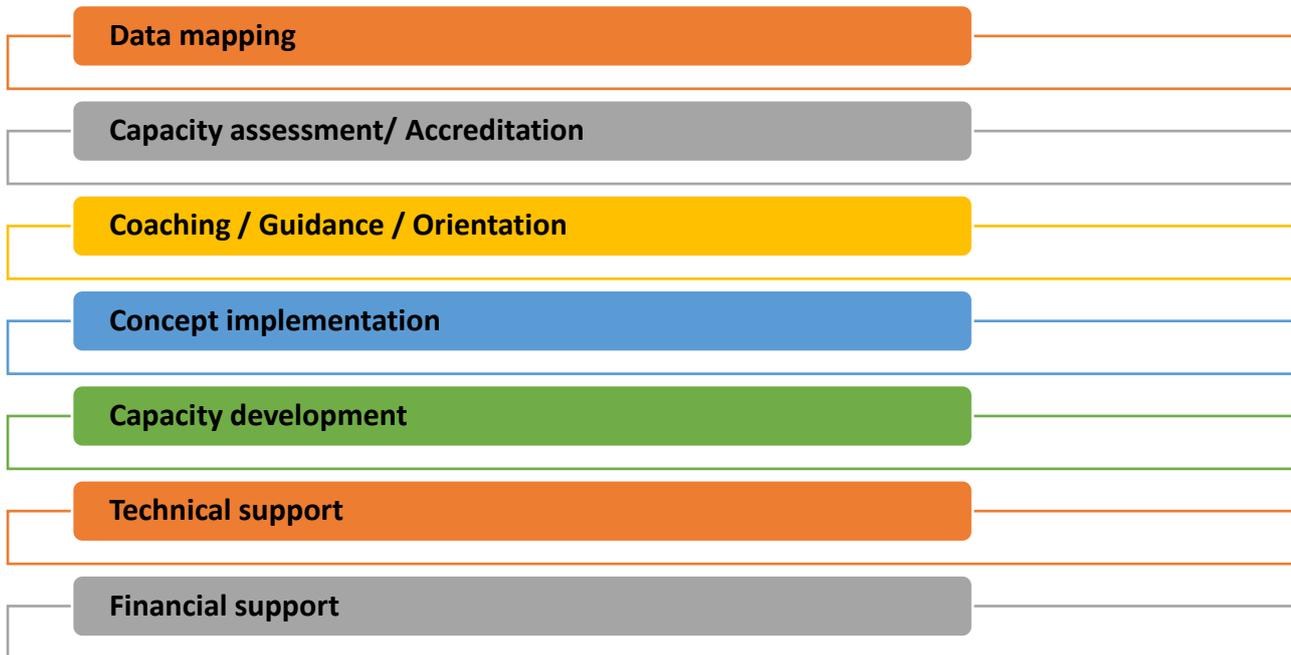These theories and IBPs have been explained within the SSE report.

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A Desk based research has been compiled to gather data about the current socio-economic situation in the partners' countries. Indicators around economic growth, unemployment, quality of education, social cohesion, labor protection, livelihood and refugees' integration have been identified, measured and analyzed in a comprehensive situational analysis presentation which was discussed during the project's official launch in Amman on the 27th of November 2019.

Furthermore, the desk review, conducted by every consortium partner, focused on the identification of national interventions which have succeeded in contributing to poverty reduction through social inclusion. As such the SSE report presented a list of national success stories covering pilot projects in the field of employment, education, and refugees.

The theoretical data has been studied, discussed, and analyzed among MoreThanAJob implementing partners throughout the stakeholder's meetings and design meetings conducted across the consortium countries. Empirical data around actual socio-economic situation was collected and analyzed. Hundreds of SSE actors and public administration officials have participated in the discussions. Evidence about efficient implementation of best practices and pilot projects have been collected and accordingly conceptualized so to ensure broader reach and wider impact. Accordingly, the logical framework canvas was used to illustrate every success story while highlighting on the following aspects:

- **Model type:** A scope specific title is provided to the intervention based on the scope of work/business model/outreach scale. For instance, the model type for Homecare cooperatives in the US was selected based on its business model type, e.g. labor owned enterprises.
- **Targeted beneficiaries:** The direct and indirect beneficiaries of the intervention is specified yet, in a generalized way. For example, the target beneficiaries for Amanercer de los cartoneros cooperative in Argentina cooperative are not only the urban waste pickers. However, and since such intervention could be scaled-up to reach different audiences within the sector of the Integrated community-based operations, the low-income community service communities are also targeted by such intervention types.
- **Implementing partners:** Since the scope of the intervention could be scalable, some locally implemented pilot projects could be either replicated in different geographical areas or having a broader national coverage. This might involve social sector organization represented by the SSE actors as well as the public administration. In some case, partnerships between SSE actors and public administration could lead to the sustainability of the proposed interventions and thus widening their impacts.
- **Activities:** The activities are presented in a sequential order and broken down into the following components:

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Data mapping

Capacity assessment/ Accreditation

Coaching / Guidance / Orientation

Concept implementation

Capacity development

Technical support

Financial support

- **Outputs and Outcomes:** The potentials (technical or human resource potentials) described by every intervention are described under outputs section. However, the desirable future behaviors of the target beneficiaries are described under outcomes section.

An extensive dialogue between project's stakeholders was combined with solid social and solidarity economy theoretical concepts and contextual evidence led to the elaboration of the following inclusion indicators: (i) **Non-discrimination** (targeting both refugees and host community members), (ii) **Equality/equity** (providing equal opportunities for employment and education), (iii) **Vulnerability driven** (targeting the most deprived communities), (iv) **Self-sufficiency** (in term of social Well-being, cohesion, and integration)

3.2 Instrument development: the MoreThanAJob framework

The MoreThanAJob Framework of social schemes was elaborated through extensive cooperation and dialogue between project's partners. It relies on the findings of output 3.1 "Report on best practices in social schemes to the benefit of unemployment of vulnerable populations". It presents the analysis of global best practices and the selection of the most context-relevant and applicable of those practices that will be further investigated and adapted (Output 3.2) to deliver the MoreThanAJob framework of applicable best practices in the target region.

The collected data was processed and analyzed and represented in a framework which contains: (i) Pilot social schemes, (ii) Targeted communities, (iii) Implementing partners, (iv) Activities / processes, (v) Expected results, (vi) Inclusiveness indicators and (vii) Relevant policies area.

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3.3 Application of Framework

Once developed, the framework will be adapted to the specific characteristics and contexts of the MoreThanAJob targeted areas. Guidelines for the pilot implementation of those best practices in partners countries will also be delivered. The framework will inform consortium partners about the areas which need to be developed into Train-the-trainer cross-border workshops targeting SSE actors and public administration officials. Furthermore, in order to further support in practice the application and uptake of the adapted best practices, open calls for sub-grants will be organized, to support 10 SSE entities that will present the best workplans for the implementation of social services schemes, based on these social schemes.

3.4 Validation of Data

Aiming at sustaining the impact of the proposed framework, which includes the collection of feedback regarding the implementation of policy recommendations, proposed SSE interventions and capacity building courses, a data or evidence validation mechanism should be incorporated. As such, a multilingual interactive portal will be developed by the project. The MoreThanAJob portal will foster dialogue and cooperation between SSE actors and public administrations for the development and delivery of services supporting the social and labour inclusion of vulnerable groups. It will provide a simple and complete overview of the social services offered in the territory where the partner organizations are working, including the ones provided by SSE actors and public administrations.

Moreover, being a tool to support the cooperation between SSE actors and Public Administrations, MoreThanAJob portal will strengthen the bilateral dialogue and information sharing between project's stakeholders; in one hand, SSE actors, will use the portal as a tool to collect evidence, current practices and feedback about the implementation of projects inspired by the framework, in the other hand, public administration will monitor the collected data, and use it as a tool for policy advocacy and system reforms.

The information validation mechanism implemented by MoreThanAJob portal will inform the framework about potential field of policy improvement and cooperation between SSE actors and PA and thus lead to the co-development and delivery of context-specific social schemes.

4 MoreThanAJob Framework

The conceptual analysis of the international best practices is visualized in a way to answer the following question: What MoreThanAJob project is going to achieve and how? As such, the extensive analysis of the identified international best practices as well as national success stories has led to the presentation of 3 inclusion priorities the framework can address:

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Priority 01: Social service delivery is increasingly responsive, and generates greater social stability and livelihood outcomes, based on the needs of host, refugee and immigrants' populations. (better health care, decent work, reduced inequalities, and better quality of education for children)

Priority 02: Social and Solidarity Economy is progressively growing and provides greater local economic development opportunities for the most vulnerable community members.

Priority 03: Education System is dynamically adaptive to market needs and allows greater access to innovative and agile technical education and vocational training programmes targeting different levels of education including un-educated population.

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Social inclusion schemes	Targeted communities	Implementing partners	Activities / processes	Expected results	Inclusiveness indicators
Priority 01: Social Service delivery is increasingly responsive, and generates greater social stability and livelihood outcomes, based on the needs of host, refugee and immigrants' populations.					
Promotion of Social Generativity[1] (NSS 09)	- Citizens of the territory with a focus to vulnerable and marginalized people	- SSE actors - Financial institutions, trust funds and cooperative banks - Public administrations	- Promotion of community welfare activities in education. - Funding activities to promote cultural and natural heritage. - Supporting the development of socially responsible enterprises. - Fundraising activities to promote the social and economic growth of the territory they work in.	- Promotion of projects in the fields of education, natural and cultural heritage. - Support to the development of socially responsible enterprises. - Fostering the social and economic growth of the territory where the foundation operates.	- Equality/equity - Vulnerability driven - Self-sufficiency
Peer-to-peer counselling service[2] (NSS 06)	- People with a migrant background	- SSE actors - Local authorities: an office of the municipality offering different services to foster the inclusion of migrants, refugees, and asylum seekers	- Cooperation among SSE actors and public administration - Training course for young people on how to become a peer-to-peer cultural mediator - Career counselling service for people with a migrant background	- Young people trained on how to become peer-to-peer cultural mediators - Target communities supported through the service one month after its opening Better community service delivery - Enhanced competences of the peer counsellors involved in the service - Support to people with a migrant background	- Non-discrimination - Equality/equity - Vulnerability driven

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[1] **NSS 09 -** Italy: promotion of Social Generativity; Fondazione Comunitaria di Agrigento e Trapani
[2] **NSS 06 –** Italy: IN GIOCO: Peer-to-peer counselling service

Social inclusion schemes	Targeted communities	Implementing partners	Activities / processes	Expected results	Inclusiveness indicators
Enhancing social integration through community service interventions[3] (NSS 05; NSS 10)	- Youth communities (Host / Immigrants / refugees) - Beneficiaries of international protection	- SSE actors supported by donors - Financial institutions, trust funds and cooperative banks - Public administrations and local authorities	- Museum and exhibitions. - Educational activities for schools and young people. - Workshops and conferences on issues interesting the community. - Support to institutions, third sector organizations and companies in the development of projects enhancing the social development of the communities they work with. - Urban regeneration. - Audience engagement and involvement.	- Fostering the social development of the territory they operate in. - Enhancing the social inclusion of disadvantaged target groups.	- Equality/equity - Vulnerability driven - Self-sufficiency

Social inclusion schemes	Targeted communities	Implementing partners	Activities / processes	Expected results	Inclusiveness indicators
Priority 02: Social and Solidarity Economy is progressively growing and provides greater local economic development opportunities for the most vulnerable community members.					
Establishing and strengthening the capacity of social Enterprises[4] (IBP 01; NSS 01; NSS 07)	- vulnerable groups: Host / Immigrants / refugees (Low income)	- Immigrants / refugees (Low income Women) (targeted beneficiaries are at the same time the implementing partners operating under a community-service organization) with the support of SSE actors - SSE actors - State owned facilities public authorities	- Mapping for targeted communities - Provision of Orientation/ guidance / coaching support - Establishment of Labor owned enterprises/ Social enterprises and entrepreneurships - Provision of trainings (TVET)	- Better community service delivery - Better salaries and work conditions - Better social transition to targeted communities - Better social integration - Improved Local Economic Development opportunities	- Non-discrimination - Vulnerability driven - Self-sufficiency

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[3] **NSS 05 -** Greece: Hellenic Integration Support Programme (HELIOS) and **NSS 10 -** Italy BP5: Ecomuseo Mare Memoria Viva

[4] **IBP1**: Labor-owned enterprises (Homecare cooperatives in the US), **NSS 01** - Lebanon: Promoting Entrepreneurships among refugees and host community members and **NSS 07** - Italy: Sartoria Sociale

Support Innovation and entrepreneurships[5] (NSS 04)	- Young innovators (Host / Immigrants / refugees)	- Young innovators with creative scientific ideas that can be turned into successful businesses. - University students and recent graduates with innovative scientific projects. - Aspiring youth with low income who have business ideas and require initial funding and mentorship to grow their ideas.	- Capacity building and training courses; vocational, technical, and soft skills. - Entrepreneurship and Employability programs. - Career Guidance programs. - Service learning. - Civic education and engagement programs.	- Reduced inequalities through enhancing the access to innovation - Youth and women are empowered to establish their own companies	- Non-discrimination - Equality/equity - Vulnerability driven - Self-sufficiency
Developing Solidarity Economy value chains[6] (IBP 02; NSS 08)	- Low-income community service actors	- Low income individuals and low-skilled business entrepreneurs with the support of SSE actors and with a close coordination of the public administrations	- Mapping for targeted communities - Provision of Orientation/ guidance / coaching support - Establishment of community-based organization (for profit cooperative) - Provision of Business planning and Management services	- Better distribution of financial resources - Sustainable and growing community-based organizations - Enhanced livelihood conditions - Better social transformation - Improved Local Economic Development opportunities	- Non-discrimination - Equality/equity - Vulnerability driven

Social inclusion schemes	Targeted communities	Implementing partners	Activities / processes	Expected results	Inclusiveness indicators
Priority 03: Education System is dynamically adaptive to market needs and allows greater access to innovative and agile technical education and vocational training programmes targeting different levels of education including un-educated population.					

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[5] **NSS 04** - Jordan: Applied Scientific Research Fund (ASRF)

[6] **IBP2**: Integrated community-based operations (Amanercer de los cartoneros cooperative in Argentina) and **NSS 08** – Italy: Cotti in Fragranza

Recognitions of Competences acquired outside hosting country[7] (IBP 03)	- Educated Immigrants / refugees (without proof of former qualifications)	- Accreditation for prior learning programmes supported by SSE actors - National Education authorities (accreditation)	- Mapping for targeted communities - Conducting Competency-based assessment - Awarding Certificates of experience -Technical support services -Provision of trainings (TVET) - Provision of Orientation/ guidance / coaching support	- - Better skills matching - Enhanced job opportunities - Better social integration - Enhanced livelihood conditions - Reduced inequalities - Enhanced access to inclusive quality education	- Non-discrimination - Vulnerability driven
Labor Market integration through language Education [8](IBP 04)	- Immigrants / asylum seekers and refugees (poor speakers of national language)	- National Authorities (Immigration /Social affairs officials) - SSE actors - Academic institutions	- Mapping for targeted communities - National language Capacity assessment - Provision of National Language training / Bridging programmes - Awarding competency certifications - Provision of Orientation/ guidance / coaching support - Provision of tuition support	- Better opportunities for market integration - Better oversights on vocational and language skills - Better social integration - Improved Local Economic Development opportunities - Reduced inequalities - Enhanced access to inclusive quality education - Reduction of social tension	- Non-discrimination - Equality/equity - Vulnerability driven - Self-sufficiency
Labour market integration through skills matching and youth empowerment[9] (NSS 02; NSS 03)	- University graduates				
Labor Market integration through education bridging programmes[10] (IBP 05)	- Uneducated and refugees who often have good but undocumented vocational skills				

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[7] **IBP3**: Accreditation for prior learning (certificate of experience-Netherlands)

[8] **IBP4**: Market integration by educating the host community language (Language training for refugees) Adult Migrant English Program (AMEP) – Australia

[9] **NSS 02** - Palestine: University Initiatives (ANNU Career and Alumni Affairs Unit) and **NSS 03** - Palestine: Market integration through youth empowerment- Taawon

[10] **IBP5**: Bridging programmes to support competency-based assessment for uneducated migrants & refugees (Australia and Canada)

5   Guidelines for the implementation of MoreThanAJob framework

The new social inclusion schemes which are addressed by the MoreThanAJob framework are expected to assist the Social & Solidarity Economy SSE actors working in the field of unemployment and to facilitate their interaction with the public administration. The adaptation of this framework includes dealing with local regulations, current policies and the integration with possibly existing measures and infrastructure (software). As such, a set of guidelines will be prepared for the implementation of the MoreThanAJob framework in the target countries.

Moreover, relying on the findings of this framework, a report will be created describing the modalities of implementing the framework in the participating countries, considering the public administration issues involved and the need for new policies.

In addition to the technical and methodological guidelines mentioned in this document (presented through the conceptual framework, design thinking approaches, the identification of inclusiveness indicators), the promotion of effective cooperation processes between SSE actors and the public administration remains the ultimate goal of MoreThanAJob project. This has emerged as a main need during design meetings and it is even more relevant now in face of the current crisis caused by the Covid19 global pandemic, which has highlighted the importance of the role of private sector in supporting the delivery of social services in order to better reach people at risk of marginalization and the most vulnerable. In this context, relying on the usage of digital communication tools (MoreThanAJob Portal) will further ease the coordination process between SSE actors and the Public administrations.

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6 Annex I: Integration of the International Best practice in "MoreThanAJob" Framework

A conceptual framework for these international best practices was considered at generating applicable findings for the framework. These findings were analyzed using the logical framework matrix.

6.1 IBP1: Labor-owned enterprises (Homecare cooperatives in the US)

Cooperative Home Care Associates (CHCA) is a worker-owned homecare (elderly care) agency in New York City. CHCA is the largest worker cooperative in the United States, employing 2,200 inner-city Originally established in 1985 with the support of the New York Community Service Society, CHCA is now owned by 1,700 low-income women, from immigrant, African American and Latin American backgrounds. By improving homecare jobs, CHCA transforms the challenges faced by unemployed women into sustainable opportunities for economic independence.

This initiative targeting low income women such as African American and Latin American, aimed at creating sustainable opportunities for unemployed women and consisted of the following process: (1) Choosing Women immigrant interested in Homecare work, (2) Calling Interested candidates for a capacity building workshop to improve their skills in homecare, (3) Establishing of the homecare cooperative with a consolidated business model, (4) Orienting, coaching, and training for new joiners, (5) Integrating low income women into the society and (6) Reducing the uneducated rate.

Framework Model

Model type	Labor-owned Enterprises
Targeted Beneficiaries	Immigrants / refugees (Low income)
Implementing partners	Immigrants / refugees (Low income Women) targeted beneficiaries are at the same time the implementing partners operating under a community-service organization with the support of SSE actors
Activities	▪ Mapping of vulnerable groups working / having interest and skills for working in a community service business ▪ Provision of Orientation/ guidance/ coaching support for interested labor force ▪ Establishment of Labor owned enterprises having a consolidated business model ▪ Provision of capacity development plans for labor owned enterprises staff
Outputs	▪ The capacity of labor owned enterprises staff is developed leading to better community service delivery ▪ The employees/owners of the LOEs will benefit from well-paid salaries and other benefits ▪ low-income refugee communities can better address both professional and personal challenges as per transition to work
Outcomes	Social integration

	- Social inclusion of low-income refugee community is strengthened through their transition to host community labor market **Social welfare (livelihood)** - The low-income city residents (both refugees and host community) benefit from advanced social welfare services (better health care, decent work, reduced inequalities, and better quality of education for children) **Local Economic Development** - The income of LOE employees is reinvested within low-income refugee community leading to job creating and national local economic development

Inclusiveness indicators

Due to the large efforts of the agency to create new jobs opportunities special for women refugees will reduce the unemployment of these persons and will lead for better integration into the society.

As for the decreasing of unemployment, the creation of new jobs opportunities for refugees will affect the education system for them and will reduce the uneducated people in these groups.

As conclusion, creating jobs for refugees will change their lifestyle and their involvement into the society. Furthermore, it will reduce the cost of hospitality of these groups on any country and will affect positively on the economic system.

6.2 IBP2: Integrated community-based operations (Amanercer de los cartoneros cooperative in Argentina)

The collective market system was established some years ago. However, in March, over 2000 waste pickers from the 'Amanecer de los Cartoneros' Cooperative, in Buenos Aires- Argentina, joined the market voluntarily, since they considered it a better opportunity for them and for the whole sector.

In the past, urban waste pickers had to carry materials back to their homes and keep them for around a week, until Saturday, when they could sell them at very low prices. As of this year, each worker is assigned several buildings, houses, and businesses which give them recyclable materials that have already been segregated.

Then, the cooperative transports, processes, packages, markets the materials, and distributes the profits depending on the kilograms of waste each worker has collected. Argentine waste pickers are assigned a pick-up point, where a truck collects the bags with recyclable materials and takes them to the processing plant for their sorting out, packaging and sale. Each bag is labelled and weighed separately to determine the kilograms of materials each worker has been able to collect. Materials are directly sold to factories, thus avoiding intermediaries, and getting a price 40% higher than that of informal storage systems.

This initiative, which targeted Urban waste pickers into sustainable opportunities for economic independence and consisted of the following process: (1) Mapping for urban waste pickers that have interest to work in a community service business, (2) Providing orientation and support for urban

pickers, (3) Dividing region into geographical segmentation to reduce the time, (4) Selecting a pickup point for each region, and (5) Increasing their income by 40%

Framework Model

Model type	Integrated community-based operations (Amanercer de los cartoneros cooperative in Argentina)
Targeted Beneficiaries	Low-income community service actors
Implementing partners	Low income individual and low-skilled business entrepreneurs with the support of SSE actors
Activities	- Mapping for vulnerable groups working / having interest and skills for working in a community service business - Provision of Orientation/ guidance / coaching support for interested labor force - Establishment of community-based organization (for profit cooperative) - Provision of Business planning and Management services for the established community-based organization: Operations streamlining (by geographical-demographic segmentation), cost reduction, time, and storage management
Outputs	- The financial capacity of Low-income individual, low-skilled business entrepreneurs is strengthened (through equitable distribution of profit, and cost reduction) - The financial capacity of Community Based Organization (CBO) is strengthening leading to profit growth and business sustainability
Outcomes	**Social welfare (livelihood)** - Low income individual and low-skilled business entrepreneurs are resilient to social challenges (unemployment, low quality of education, etc.) **Local Economic Development** - both individuals and Community Based Organizations (CBO) earnings are better distributed and re-invested in local economic activities leading to inclusive sustainable development **Social Transformation** - The social conditions of Low-income individual and low-skilled business entrepreneurs are enabling social transformation to higher social status

Inclusiveness indicators

The integrated community-based operations for low-income community server actors start by mapping for vulnerable groups who are interested in working in a community service business. The cooperative provides the orientation and the support for the interested labor force to create a community-based organization and distributing the work to increase their income.

The financial capacity of the refugees and low-income families and entrepreneurs will be increased through the equitable distribution of profit and reduction of the cost; as well the financial capacity of CBO will lead to the business sustainability.

Due to this kind of project, the unemployment rate and the low quality of education will decrease. As for the economical part, both individuals and CBO earnings, will lead to growth in the economy since the income and capital will be re-invested in local economy. After earning money, the quality of life will enhance the social status for the low-income workers and refugees.

6.3   IBP3: Accreditation for prior learning (certificate of experience-Netherlands)

"Accreditation of prior learning (APL) is the common name given to the process of the recognition of the competencies an individual has gained through formal, informal learning in various settings.

These programs are created to help refugees to prove their competencies for a certain job and to increase the employability of individuals and employees by recognizing their prior learning related to qualification and describe these outcomes in a certificate of experience. It also indicates the insight of employees' capacities and creates an optimal match with occupational profiles or learning programs on the job. Furthermore, it will increase the employability of individuals by comparing their aptitudes to their prior learning and shorten the duration of continuing training/education programs to attain nationally recognized qualifications.

This initiative, which targeted migrants without proof of formal qualifications, aimed at enabling students to understand fundamental theories and concepts, and develop their beginners' skills set, career-related competencies and generic skills of the following process: (1) Recognizing of the competence of an individual has gained through formal and informal learning in various settings, (2) Acquiring competencies by learning on the job, in society or in voluntary work are in principle comparable to the competencies acquired in formal education, (3) Creating favorable circumstances for developing and implementing APL in many contexts: work, voluntary work, reintegration, and job-seeking, (4) Dividing of responsibilities in the learning market: initial education and training of jobseekers, and (5) Social partners, sector organizations and regional vocational training institutes are involved in setting up APL procedures.

Framework Model

Model type	**Accreditation for prior learning** (certificate of experience-Netherlands)
Targeted Beneficiaries	Educated Immigrants / refugees (without proof of formal qualifications)
Implementing partners	Accreditation for prior learning programmes supported by SSE actors, National Education authorities (accreditation)
Activities	- Mapping for Immigrants / refugees (without proof of former qualifications) - Conducting Competency-based assessment - Awarding Certificates of experience from National educational authorities in accordance to the assessed competency level - Technical support services (Matching Skills and competences to available market requirement) - Provision of capacity development plans for immigrants - Provision of Orientation/ guidance/coaching support for certified immigrants to access labor market

Outputs	▪ Accredited migrant workers have a better chance to find a matching job opportunity ▪ Accreditation for prior learning programs leads for better opportunity to support skill matching mechanisms leading to minimizing education/employment gaps
Outcomes	**Social integration** ▪ Educated refugees have better chances in host society integration due to their accredited certifications **Reduced inequalities** ▪ Educated Immigrants who acquired a competency-based accreditation for national education authorities are more resilient to competition and discrimination **Enhanced access to inclusive quality education** ▪ National authorities have better oversight on residents' competencies and can improve the TVET curriculums based on the competency/skill matching findings

Inclusiveness indicators

Some of refugees arrived at the host country without any legal papers and proof of qualifications. The host community starts mapping these refugees to divide them to groups (educated, uneducated) by conducting a competency-based assessment and will get an award from the national educational authorities. After receiving the award, a practical training will be offered to them to enter the job market. The assessment will help refugees to find a job easier and will reduce the gap between the two-divided groups of refugees.

The differentiation between the educated and uneducated refugees will help the educated ones to integrate into the host society by entering the work market. The certification received after the competency-based accreditation will reduce the inequality between them and the host community. Such a program can increase the TVET curriculums based on the competency and skill matching findings. As conclusion, creating jobs for refugees will change their lifestyle and involvement in the society as well it will reduce the cost of hospitality of these groups on any country and will affect positively on the economic system.

6.4 IBP4: Market integration by educating the host community language (Language training for refugees) Adult Migrant English Program (AMEP) – Australia

English language ability is critical to secure vocational registration in the economy. Possession of intermediate to advanced levels is mandatory in a range of Australian professions including all health fields, engineering, teaching, the law and select trades. In the health professions, as demonstrated by a recent study, language testing represents the most formidable pre-accreditation barrier. For migrants arriving with poor English ability, the process of acquiring the requisite level may take years. Within this context, the Australian government has made significant investment in English language training for settlement and employment purposes, focused on the first five years post-arrival. This initiative, which targeted Non-English-Speaking Migrants and Refugees, aimed at securing vocational registration in the economy by following this process: (1) Mapping for newly arrived immigrants to the

Australian territory with a poor English language, (2) Assessing capacity for refugees with poor English language, (3) Conducting English training for refugees and distributing a certificate for graduates, (4) Orienting and coaching support for graduates' refugees, (5) Integrating of the graduate's refugees in the work market and the host community, and (6) Reducing the inequality between the refugees and the host community.

Framework Model

Model type	Market integration by language education (Language training for refugees) Adult Migrant English Program (AMEP) – Australia
Targeted Beneficiaries	Immigrants / asylum seekers and refugees (poor speakers of national language
Implementing partners	- National Authorities (Immigration /Social affairs officials) - SSE actor
Activities	- Mapping for newly arrived Immigrants / refugees (poor speakers of national language) - National language Capacity assessment - Provision of National Language training programmes - Awarding National language literacy certifications for graduates - Provision of Orientation/ guidance/coaching support for graduates - Provision of tuition support and associated services
Outputs	- Newly arrived Immigrants/refugees (poor speakers of national language) have better opportunities to enter the national job markets - Newly arrived Immigrants/refugees (poor speakers of national language) have better chances to interact with Local society enabling knowledge sharing and cultural exchange
Outcomes	**Social integration** - Social inclusion of refugees in host community is strengthened through native language social interaction and exchange **Reduction of social tension** - Refugees/immigrants with proven linguistic abilities in the language of the host country are better perceived and tolerated leading to reduce discrimination.

Inclusiveness indicators

Since the National language is most important for the adaptation of a person in any host community, learning the national language will help to enter the job markets, interact with local society by sharing knowledge and cultural exchange. Knowledge of the national language will reduce the inequality between refugees and host populations. It will also reduce the discrimination.

6.5 IBP5: Bridging programmes to support competency-based assessment for uneducated migrants & refugees (Australia and Canada)

Bridging program is a university preparation course to allow mature students for the university education. Bridging program enables a student to attend college courses and achieve a terminal degree in the same field of study. Bridging courses can range from six months to one year. The purpose of the bridging programs is to better prepare with the licensing or certification process. They can get classroom training or workplace experience so they can move quickly into the labor market. Competency based assessment (CBA) is the measurement of student's competency against standard. The general idea for CBA is to provide students and families with specific feedback about students' performance that can lead to a clear understanding of progress and skills gained over time. Some refugees and migrants have high education levels. However, they need to learn the language of the host country and continue with basic education to access further education (e.g. TVET and Higher Education) This initiative, which targeted uneducated and refugees who often have good but undocumented vocational skills and consisted of the following process: (1) Conducting an assessment for new arrival refugees to Canada and Australia to select the good but undocumented vocational skills refugees, (2) Enrolling refugees with skills into the university programs in the same field of education in their native country, (3) Distributing certificate for each refugee in his/her field of experience, and (4) Continuous coaching and supporting for refugees to be involved in the society and the job market.

Framework Model

Model type	**Bridging programmes to support competency-based assessment for uneducated & refugees** (Australia and Canada)
Targeted Beneficiaries	Uneducated and refugees who often have good but undocumented vocational skills
Implementing partners	▪ National Authorities (Immigration /Social affairs officials) ▪ SSE actors
Activities	▪ Mapping for newly arrived Immigrants / refugees (with undocumented vocational skills) ▪ Conducting Competency based assessment ▪ Enrollment of assessed immigrants in university programs in the same field of assessed education (tailored and intensive bridging programmes) ▪ Awarding Certificates of experience from National labor authorities in accordance to the assessed competency level ▪ Provision of Orientation/ guidance / coaching support for graduates ▪ Provision of tuition support and associated services
Outputs	▪ Accredited migrant workers have better chance to find a matching job opportunity ▪ National authorities have better oversight on skilled emigrants leading to better inclusiveness in the labor market
Outcomes	**Social integration** ▪ Social inclusion of refugees in host community is strengthened through competency sharing and cultural exchange

	Enhanced access to inclusive quality education ▪ National authorities have better oversight on residents' vocational skills and can better improve the TVET curriculums based on the competency/skill matching findings **Reduction of social tension** ▪ Refugees/ immigrants with documented vocational abilities are better perceived by host community leading to reduce social discrimination.

Inclusiveness indicators

Due to bridging program that helps host community to divide the refugees into groups (educated and uneducated) will help the accredited educated migrant to find a matching job opportunity and the national authorities will have a better oversight on skilled immigrant.

Bridging program and competency-based assessment will facilitate the social inclusion of refugees in the host community through competency sharing and culture exchange. As well, the oversight of national authorities on residents' vocational skills and can improve the TVET curriculums. Educated and skilled refugees are better tolerated by the host community, thus reducing the social tension.

7 Annex II: Selection of National Success Stories

7.1 NSS 01 - Lebanon: Promoting Entrepreneurships among refugees and host community members

A project aiming at reducing vulnerability in some deprived Lebanese cadasters (such as Qabb Elias, Saadneyel and Taanayel) by expanding access to economic and social resources while respecting social stability and livelihood competition factors. This endeavor was launched in 2017 by "Arc en Ciel" with the support of the Near East Foundation.

This initiative, targeted Syrian refugees, and host community population in Lebanon, aimed at supporting low income families in the targeted cadasters and consisted of the following process: (1) Unemployed low-skills Individuals and entrepreneurs are called upon to submit their applications of request for business support, (2) Shortlisted candidates are selected for an introductory meeting including individual capacity assessment, (3) Applicants' skills and competences are evaluated, and fields of support are identified (such as embroidery, food processing, farming, bee keeping…), (4) Applicants from every identified field of support are called for a customized capacity building workshop (covering production mechanisms/processes, feasibility study, pricing, sales, marketing…), (5) Graduated candidates apply for Micro-credit facilities provided by the NGO, (6) The NGO supports the inception of the proposed initiatives and provide additional in-kind support (provision of spare parts, raw material, workplace equipment…), and (7) On the job training and coaching sessions are provided to entrepreneurs ensuring business growth and sustainability.

The economic activity of the initiative will secure the coverage of the micro-credit installments and thus the applicant will own the equipment after several operating months. Overheads, maintenance and running costs are secured from the enabling business continuity.

Framework Model

Model type	Promoting Entrepreneurships among refugees and host community members
Targeted Beneficiaries	Vulnerable refugees and Host community members
Implementing partners	Community-based Organizations with the support on International NGO
Activities	▪ Capacity assessment of vulnerable refugees and host community members ▪ Guidance, orientation, and coaching sessions towards low-skilled income generating activities ▪ Financial and technical support (provision of feasibility studies, business plans, micro-credits, and in-kind contributions) ▪ Tailored capacity development (Tailored technical training, soft skills and on the job training)
Outputs	▪ Vulnerable refugees and host community members are engaged in income generation activities

	▪ The capacities of Low-skilled community members are developed and oriented towards entrepreneurial initiatives
Outcomes	▪ Communities' members are more self-sufficient and possess a broader access to economic and social resources. ▪ Inequalities and tensions between refugees and host communities are reduced

Inclusiveness indicators

This kind of help in motivating both local population and refugees will reduce the unemployment rate by creating an entrepreneurship. As entrepreneur, a productive person in the same time will enhance his/her motivation and productivity to increase his/her income and profit. This project is inclusive since it generates income and purchasing power that are part of the economy growth. These will become an important factor in the economic cycle. This will lead to create new jobs and new opportunities for refugees and local population and reduce the inequality between the refugees and families with low income. It will lead to decrease the unemployment rate. Technical vocational and educational training (TVET) is so important in this project in terms of training people for job creating and job seeking to use the new technology such as agriculture, sewing, industrial, ranching, etc.

In conclusion, "MoreThanAJob" project will create new jobs opportunities by helping the refugees to find new jobs that will have positive effect on the local economic system and reduce the inequality between the refugees and local population. The sustainability of this implementation and continuous support for these persons will help them acquire a better education and social life for them and their families.

7.2 NSS 02 - Palestine: University Initiatives (ANNU Career and Alumni Affairs Unit)

In response to the increasing number of graduates looking for careers and job opportunities in local and international organizations, An Najah national University founded the "Career Unit". The mission of the career unit is to help graduates find suitable jobs either in the local or international market.

The University aims to strengthen ties with its graduates by remaining in contact with students after they finish their studies. It considers its students as ambassadors to the associations where they work. In cooperation with local associations and ministries, the Unit offers specialized, individual attention to students in order to find them openings within these local organizations. By matching graduates with the appropriate positions within local businesses and organizations, the Unit will perform two important functions: reducing the average of unemployment within the graduate community while simultaneously providing these organizations with well-qualified employees who will strengthen and raise the level of productivity in the community. By establishing the" Career Unit", the University pairs the latest technologies and developments in this field with the individual care and attention to students that has always been a pillar of the university's mission. This initiative, targeted university graduates and expected graduates who finished or about to finish university requirements but lack some job needs and necessary skills that help them find jobs. The objectives of this initiative are as following: (1) Training the graduates and helping them to find job opportunities in and outside of Palestine, (2) Constructing a database in this regard, (3) Communicating with graduate students to

empower the relationship between them and the university, (4) Communicating and coordinating with companies, associations, and ministries at local and international levels to find positions for graduates, (5) Organizing conferences, workshops and training courses focused on different fields such as language and communications skills, curriculum vita writing, and interview preparation to improve graduates' skills and increase their competitiveness in the job market, and (6) Preparing polls and questionnaires about graduates and unemployment, specialists investigate supply and demand realities and provide interested companies and associations with the results of these studies

Framework Model

Model type	**University Initiatives** (An-Najah University Career and Alumni Affairs Unit)
Targeted Beneficiaries	University graduates and expected graduates
Implementing partners	The career unit acts as a mediator between the unemployed university graduates and the job market partners (Private sectors, governmental sectors, NGOs, etc.)
Activities	- Contacting and communicating with companies and institutions in all areas of its work, both internally and externally, to provide employment opportunities for graduates suited to their specialties. - Assisting companies in seeking access to the alumni easily and reducing the burden of the expenses of research and recruitment advertisements. - Training graduates on the skills they lack to engage in the labor market in various disciplines, which are necessary to cover the needs of the companies. - Having an electronic graduate tracking system and a database for companies. The system is continuously updated. - Guiding new students in choosing a course of specialization and graduates' students to guide them to some companies addresses looking for work and familiarize them with how to write curriculum vitae (CV) and how to prepare for interviews.
Outputs	- Determining the graduates' skills and developing them where needed. - Reducing the unemployment rates among the university graduates. - Reducing the gap between the university programs and the job market needs.
Outcomes	University Social responsibility: - Helping the university graduates finding jobs is considered one of the important social responsibility aspects, which universities usually try to fulfill. Local economic development - Reducing the unemployment rates by helping graduates finding jobs and earn living. - Providing companies with qualified graduates. Society and Family:

	▪ Reducing the unemployment rates Leeds to a safe and secure society. ▪ Families getting satisfied with the role of universities towards their sons in helping them earn living and live safe and secure.

Inclusiveness indicators

The large efforts of the Career Unit in contacting with the labor market to find new jobs opportunities for the university graduates will help in reducing the unemployment rates among graduates in Palestine as well they will be more integrated into the society. Studying the labor market needs and the university programs to cover these needs will in turn help in reducing the gap between the university fields and the market needs.

As a conclusion, this initiative helps in training graduates to be ready to start working; companies to reach graduates easily; universities to understand the needs of the labor market; unemployment rate to be reduced; the society to be safe and secured.

7.3   NSS 03 - Palestine: Market integration through youth empowerment- Taawon

Palestine's largest non-profit organization with a total value of contribution estimated around USD 660 million. For as long as homeland remains occupied, the journey will thrust forward supported by a team of Palestine's top talents; a team working to build generations of Palestinians capable of reaching their full potential, in spite of tragedies they encounter. The journey of Taawon is one of continuous growth and evolution. They wanted an organization that embraces an integrated development-oriented approach that focuses on cultivating healthy individuals, and more importantly, healthy communities.

Taawon go through the following process to achieve its targets: (1) Providing orientation and support for the young, (2) Engage youth in labor market, (3) Matching & Harmonizing between jobseekers and employers via needed trainings, and (4) Supporting Entrepreneurs small businesses and helping its growth.

Framework Model

Model type	**Taawon** "Youth Empowerment Support"
Targeted Beneficiaries	Youth aged "15-29"
Implementing partners	Long list of partners in Palestine: https://www.taawon.org/en/epartners
Activities	▪ Online career-counseling portal that helps students identify their ideal career path. ▪ Technical and Vocational Training opportunities. ▪ An employment portal where job seekers can access paid internship and apprenticeship opportunities. ▪ Fast Forward; Palestine's first entrepreneurship accelerator program.
Outputs	▪ Providing life skills to drop-offs. ▪ Helping matching employers with jobseekers.

	▪ Funding accelerators and incubators
Outcomes	▪ Continued to provide life skills and vocational training to 200 students at-risk of dropping out of school in Jerusalem.
	▪ Supported more than 21,400 job seekers registered in the online job placement portal that matches job seekers to more than 2,480 employers in Palestine.
	▪ Funded and oversaw startup accelerators and incubators across Palestine, including: Mobaderoon, based at the Islamic University in Gaza, which has incubated over 90 tech start-ups; Hebron Business incubator, based in the Hebron Chambers of Commerce; The Business Development Center in Jerusalem, which supports a variety of companies, especially in tourism, and pays particular attention to empowering women in entrepreneurship; and the Fast-Forward Accelerator in Ramallah which has supported 12 start-ups.

Inclusiveness indicators

The integration of different programs in Taawon performs for different target groups, made it the best practice for Palestinians experiences. Taawon programs are focusing on preparing Palestinians generations on being ready to consolidate with society, via empowering youth in entrepreneurship activities, small businesses, training, and counseling. Taawon targets the main groups MoreThanAJob does, such as women, area C, NEET, and any Palestinians marginalized groups. As the formal numbers of Palestinians Central Bureau of Statistics shows the increasing rate of unemployment between the universities graduates compared to the vocational graduates, Taawon works on to create more chances for vocational graduates and develop the needed skills for universities graduates. Due to Taawon various programs, youth, women, and marginalized groups will definitely be much more productive, improve their income, create better life quality and create jobs opportunities.

7.4   NSS 04 - Jordan: Applied Scientific Research Fund (ASRF)

ASRF, established in 2011, helps innovators bring their ideas into business reality. Penelope Shihab, founder of MonoJO biotech; a unique biotech company in the region, started ASRF to support young entrepreneurs like herself to build their ideas and start their own companies. Young innovators come to ASRF with their ideas and a small research about their potential applications. ASRF then helps them with the following steps: capacity building, mentorship, seed funding, and providing needed connections. ASRF tends to assist innovators in applying for their patents, build their prototypes, and commercialize their outcomes.

ASRF has provided the following services to university students and entrepreneurs: (1) Capacity building and training courses; vocational, technical, and soft skills, (2) Entrepreneurship and Employability programs, (3) Career Guidance programs, (4) Service learning, and (5) Civic education and engagement programs.

Framework Model

Model type	Applied Scientific Research Fund
Targeted Beneficiaries	Young innovators aged "18-35"
Implementing partners	▪ Young Arab innovators with creative scientific ideas that can be turned into successful businesses. ▪ University students and recent graduates with innovative scientific projects in North, middle, and South of Jordan. ▪ Aspiring women with low income who have business ideas and require initial funding and mentorship to grow their ideas.
Activities	▪ Capacity building and training courses; vocational, technical, and soft skills. ▪ Entrepreneurship and Employability programs. ▪ Career Guidance programs. ▪ Service learning. ▪ Civic education and engagement programs.
Outputs	▪ Professional scientific and business support to potential Arab innovators through capacity building, business consultation and guidance, and providing them with the needed network. ▪ Encouraging and empowering women to start their own businesses that would allow them to generate income and be socially engaged. ▪ Promotion of entrepreneurship and innovation culture in the Arab region. ▪ Providing vocational training workshops for underprivileged students and young entrepreneurs in North and South of Jordan. Of those we mention; vocational workshops on solar energy for aspiring young innovators in Gaza Camp in Jordan.
Outcomes	▪ ASRF has provided professional business training to young scientists across Jordan reaching students in public and private universities, recent graduates, and young working scientists. ▪ ASRF has provided seed funding to 3 aspiring Jordanian women innovators which has resulted in the establishment of 3 female-led businesses. ▪ ASRF has provided seed funding and professional business guidance and mentoring to 3 aspiring Jordanian innovators which has resulted in the implementation of 3 applied research projects. ▪ ASRF has directed many workshops and seminars for university students focusing on leadership, entrepreneurship, career counseling, and innovation. ▪ ASRF has conducted professional vocational training customized for university students at Mutah University in South of Jordan. ▪ ASRF has taken part in multiple international projects funded by several funding bodies, such as; The European Union - Erasmus Plus, USAID, and FAO, aiming at capacity building, economic development, supporting innovation in higher education, and youth development.

	▪ ASRF has invested over 2 million JODs of its raised capital and donations in supporting and creating an engaging entrepreneurial environment for women innovators and young entrepreneurs in Jordan.

Inclusiveness indicators

The Applied Scientific Research Fund (ASRF) is a non-for-profit organization based in Amman, Jordan, that was established in 2011 with the aim to support aspiring Arab innovators and entrepreneurs in the Arab region, and to help the advancement of the Jordanian economy by engaging in internationally funded projects aiming at building the capacity of the youth in Jordan and bridging the gap between academia and industry.

ASRF supports potential Arab innovators through capacity building, business consultation and guidance, by providing them with the needed network. ASRF promotes entrepreneurship and innovation culture in the Arab region and aims at becoming a leading non-profit company in the Arab region that supports young Arab innovators and equips them with the knowledge and skills necessary to achieve their ambitions.

ASRF targets university students and young Arab innovators with a focus on educating them on turning their applied scientific ideas into successful businesses that would help push economic development through entrepreneurial activities. ASRF supports and empowers female innovators in the Arab region who have low or non-existent income to help them generate money to sustain their living and grow their business ideas.

7.5   NSS 05 - Greece: Hellenic Integration Support Programme (HELIOS)

The essence of the action was based on the close collaboration of national authorities and experienced partners (local and international NGOs) aiming to help the beneficiaries of international protection to integrate, while residing in the temporary accommodation schemes in Greece. The project is funded by the Directorate General Migration and Home Affairs of the European Commission (DG HOME) of the EU. The NGO that is responsible for this project is IOM Greece, which is a related Organization to the UN since September 2016. IOM works to help ensure the orderly and human management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people. The methodology revolves around four parameters: (1) the integration courses offered, (2) the accommodation support, (3) the employability support, and (4) the integration monitoring and the sensitization of the host community.

Potential beneficiaries are invited to attend information sessions where they can learn more about the project and, should they wish to enroll in it, sign the Declaration of Participation. The information sessions take place on a regular basis in all Open Accommodation Centers, in the Integration Learning Centers (ILCs) that are operating in the framework of HELIOS and in additional locations that are communicated to the beneficiaries by HELIOS staff upon need. The HELIOS project is implemented throughout Greece and it presents an example for integration of refugees and asylum seekers through

the adoption of a multifaceted approach, which creates a net of supportive services to the beneficiaries.

Framework Model

Model type	Hellenic Integration Support for Beneficiaries of International Protection (HELIOS)
Targeted Beneficiaries	Refugees and asylum seekers
Implementing partners	National authorities, local and international NGOs, including the following: Catholic Relief Services (CRS), Danish Refugee Council Greece (DRC Greece), Greek Council for Refugees (GCR), Solidarity Now, INTERSOS, Municipality Development Agency Thessaloniki S.A (MDAT), Metadrasi, PLOIGOS, KEDHL, Technology and Human Resources Institute (IATAP)
Activities	- Integration courses: Conduction of Integration Courses within Integration Learning Centers set-up across Greece. Each course cycle lasts for 6 months and consists of modules on Greek language learning, cultural orientation, job readiness and life skills. - Accommodation support: Supporting beneficiaries towards independent accommodation in apartments rented on their name, and by providing contributions to rental and move-in costs and networking with apartment owners. - Employability support: Provision of individual employability and job readiness support, including through job counseling, access to job-related certifications and networking with private employers. - Integration monitoring: Regular assessment of the integration progress of the beneficiaries to ensure that they will be in a position to navigate confidently through Greek public service providers once they will exit from the HELIOS project and start living independently in Greece. - Sensitization of the host community: Organization of workshops, activities and events and production of a nationwide media campaign to create exchange opportunities between the hosting and the hosted communities, highlighting the value of the integration of migrants into the Greek society.
Outputs	According to the HELIOS factsheet for the period of 16/07/2019 to 24/04/2020, the outputs were the following: 12.680 beneficiaries reached and assisted 7.861 beneficiaries enrolled in HELIOS and receiving support for independent living 1.395 beneficiaries received rental subsidies upon finding independent housing
Outcomes	By taking into consideration the project's activities, it contributes in:

	▪ Increasing beneficiaries' prospects towards self-reliance and supporting them in becoming active members of the Greek society ▪ Establishing an integration mechanism for beneficiaries of international protection, resulting in a rotational mechanism for the current Greek temporary accommodation system.

Inclusiveness indicators

The project is multi-dimensional in the sense that it involves integration courses, employability support, integration monitoring and sensitization of the host community, so these mentioned components are very useful and can be replicated in diverse contexts. The needs are addressed by the said initiative via the offering of services that promote social integration, independent living, integration courses, employability support, integration in the labor market and integration monitoring.

The problems tackled are relevant at the local, national, and interregional level. However, they are quite apparent within the countries of the Mediterranean basin. The issues are still persistent although the beneficiaries who are living in the host countries have been integrating in the society as the time passes; the host countries are still receiving waves of migrants and refugees who may face the same problems. The encountered challenges involve the fact that the access to the labor market is seriously hampered by the high unemployment rate of the beneficiaries. Further obstacles posed by competition with local employees, due to the knowledge of the local language, and administrative obstacles in order to obtain necessary documentation may lead to undeclared employment with severe repercussions on the enjoyment of basic social rights.

The lessons learned from this initiative is that a project with an approach that multi-dimensional can tackle the problem from its root, but it needs to take into consideration the socio-economical context of the implementation country in order to be successful. Moreover, the awareness actions focusing on the host community could be considered as best practice to combat racism and xenophobia at the local level and promote social inclusion. In addition, the support of the non-natives refugees and asylum seekers to find accommodation in different neighborhoods around the city, is a supportive measure not only for their integration but increasing multiculturalism and boosting the economy at the local level as well.

To sum the above-mentioned findings, it makes it obvious that the activities and the project adopted methodology implemented within the HELIOS project could also serve as a best practice within the framework of the MoreThanAJob project. The conceptual analyses of the international best practices are visualized in a way to answer the following question: What MoreThanAJob project is going to achieve and how?

7.6   NSS 06 – Italy: IN GIOCO: Peer-to-peer counselling service

The peer-to-peer counselling service is implemented as part of the project *In Gioco*, funded by *Fondazione con il Sud*. Fondazione con il Sud is a foundation committed to promote social cohesion paths, enhancing the ideas, energies and skills already existing in the territory, particularly in the

southern part of the country. Indeed, they fund projects supporting the achievement of this aim. The *In Gioco* project consortium works towards the development of a community-based welfare system involving stakeholders coming from the public sector, the profit and not profit private sector and migrant communities to innovate the job counselling services offered to the migrant population.

Cooperation with the public administration

The developed counselling service is offered in different areas of the city of Palermo in collaboration with the municipality, more specifically with the Department of Social Services. The Municipality of Palermo has been involved since the planning phase, thus allowing a smoother cooperation and communication among the private and public actors. Regarding the counselling service, the municipality has provided the offices, specifically Casa dei Diritti, where most of the counselling services are implemented. The service foresees that some of the activities are implemented in other parts of the city, but the availability of the municipality's office allows to have a headquarter and a reference point for all the users that would like to use the service. Indeed, the municipality is actively supporting the counselling service which is enriching the already existing public services to foster the inclusion of migrant people.

Framework Model

Model type	Employment counselling services
Targeted Beneficiaries	▪ Peer-to-peer counsellors: four young people with migrant background involved as counsellors for their peers, working both at the Casa dei Diritti (the office of the municipality of Palermo) and in other areas of the city. ▪ People with a migrant background: they are the main beneficiaries of the service aimed at increasing their opportunities to enter in the labour market.
Implementing partners	▪ Per Esempio – a local NGO involved in the project and coordinating the specific action under which the activities of the counselling service are foreseen ▪ Casa dei Diritti – an office of the Municipality of Palermo offering different services to foster the inclusion of migrants, refugees and asylum seekers
Activities	▪ Training course for young people on how to become a peer-to-peer cultural mediator. The training course was aimed at developing competencies and knowledge on how to support peers in entering the labour market. The training modules have been focused on: Italian language; Information Technology; employment rights; Coaching. ▪ Selection of four peer-to-peer counsellors. ▪ Career counselling service for people with a migrant background.
Outputs	▪ 15 young people trained on how to become peer-to-peer cultural mediators. ▪ 80 persons supported through the service one month after its opening.

Outcomes	- Enhancing the competencies of peer counsellors involved in the service of employment services and on how to support their peers. - Increasing the social and labour inclusion of people with a migrant background in the countries they live in. - Supporting people with a migrant background in building their own future and becoming autonomous active citizens through a job.

Inclusiveness indicators

The *In Gioco* project aims at increasing the level of labour market inclusiveness of the migrant population in the city of Palermo by innovating the services for employability in the counselling, education and child education sectors.

The main idea behind the development of the counselling service was encouraging dynamic synergies between workforce demand and supply that goes beyond stereotypes while contrasting migrant workers' exploitation. Indeed, the aim of the *In Gioco* project consortium is to innovate the job counselling services offered to the migrant population, contrasting labour market exploitation, and increasing their employability in innovative productive sectors.

7.7 NSS 07 - Italy: Sartoria Sociale

Sartoria Sociale started its activity in 2014 as a tailoring project to support the inclusion of disadvantaged and unemployed people. Through welcoming and solidarity principles, Sartoria Sociale engages disadvantaged people by supporting them in their reintegration into employment. It is now a social enterprise, a textile and creative laboratory where sewing professionals, social workers and disadvantaged people from different backgrounds work together. Sartoria Social is actively engaged in textile recycling and upcycling, according to the ethical principles of critical fashion and circular economy.

Cooperation with the public administration

In 2017, Sartoria Sociale opened in a confiscated property in area of the city characterized by a high presence of Mafia and criminality, underlying even more the social value and impact of the work done by the organization. The process to obtain the confiscated property has required different steps and the cooperation with different representatives of the public administration.

The first step is represented by the State Property Agency assigning the properties to the relevant local authorities. Then, the authority in charge can decide to directly manage them or assign the temporary management of these properties to associations of the third sector. Associations and organizations of the third sector can require the assignment of a confiscated property for the implementations of activities and services of social value. This is the procedure that Sartoria Sociale has followed for the assignment of the property they are currently placed in. The procedure has required different steps and documents to be provided to ensure the respect of some requirements and norms necessary for the use of confiscated properties.

During the procedure, Sartoria Sociale has encountered different barriers and challenges mainly linked to the fragmentation of the communication among the different offices of the public administrations involved. The difficulty to find proper information on the required documents and the steps to undertake for the assignment of the property, and the high level of bureaucracy. Due to these different challenges, the procedure lasted different years. Once the property was assigned, Sartoria Sociale started the restructuring of the building. In this phase, the social enterprise has received the support of some business realities and private citizens allowing the involvement in the restructuring works of volunteers and disadvantaged people, such as offenders at the "Pagliarelli" detention center in Palermo.

Framework Model

Model type	Social enterprise
Targeted Beneficiaries	Disadvantaged people from different backgrounds
Implementing partners	▪ Associazione Al Revès ▪ The main public actors involved are the offices managing confiscated properties, namely: ▪ The state property agency that becomes owner of these properties when they are confiscated ▪ The judicial administrator ▪ The office in charge at the Municipality of Palermo
Activities	▪ Textile recycling and upcycling according to the ethical principles of critical fashion and circular economy. ▪ Active involvement of the targeted beneficiaries in the different activities of the social enterprise: from planning to production. ▪ Involvement of disadvantaged target groups such as offenders in the restructuring of the confiscated property.
Outputs	▪ Fostered support to disadvantaged target groups through the cooperation with the public administration that allowed the association to have a new property where doing their activities. ▪ Actively engaged disadvantaged people in textile recycling and upcycling.
Outcomes	▪ Supporting the labour inclusion of disadvantaged people by employing them in the social enterprise and allowing them to develop their professional competence. ▪ Improving the employability opportunities for different targets, particularly vulnerable groups.

Inclusiveness indicators

Sartoria Sociale is a space where disadvantaged people can create and develop their entrepreneurial skills as well as employability competencies. In doing so, Sartoria Sociale targets the most vulnerable persons by enhancing their self-sufficiency, promoting social cohesion, and fostering their awareness on the role they have in society.

In the restructuring of the assigned confiscated property, Sartoria Sociale involved people with a disadvantaged background, such as offenders in one of Palermo's detention centre. In that phase,

thus, it was actively engaged in the promotion of social inclusion of vulnerable groups, which had also the opportunity to increase their professional competencies.

7.8   NSS 08 – Italy: Cotti in Fragranza

Cotti in Fragranza is a project starting in 2016 with the main aim of fostering the inclusion of people in the youth detention center of Palermo through a vocational training course.

Through the project, a laboratory of bakery products has been opened inside the youth detention center. Participants are involved in all the production process, including the selection of the names for the products and the marketing strategies. Recently, they have also opened a restaurant in the center of the city with the involvement of young offenders.

Cooperation with the public administration:

The project started from a request of the detention center that was looking for associations that could support them in engaging the youth detained there through laboratorial activities.

In the design of the project, Rigenerazioni Onlus has been inspired by projects already implemented in the youth detention center "Cesare Beccaria" in Milano. Based on these experiences, they answered to the request of the youth detention center in Palermo with the *Cotti in Fragranza* project.

The youth detention center is actively involved in the different phases of the project, including the identification of participants and the ensuring of safety. Young offenders are allowed to go out of the center, which is a further element promoting their inclusion in the society once the detention ends.

Framework Model

Model type	**Training activities and bakery laboratory to foster employment of young offenders**
Targeted Beneficiaries	Young offenders in the detention center "Malaspina"
Implementing partners	▪ Cooperativa sociale Rigenerazioni Onlus ▪ The youth detention center in Palermo - Istituto Penitenziario Minorile Malaspina. It is administrated by the Ministry of Justice.
Activities	▪ Equipping Laboratory of bakery products actively involving young offenders. ▪ Opening of a restaurant where young offenders are working. ▪ Vocational training activities to foster the inclusion of young offenders and their employment competences.
Outputs	▪ Active supporting of young offenders in developing their competences and sustaining their employment once out of the detention center.
Outcomes	▪ Fostering the inclusion of people in the youth detention center of Palermo through a vocational training course. ▪ Supporting the social and labour inclusion of young offenders.

Inclusiveness indicators

Thanks to the support of a team of experts and educators, the young offenders involved in the project face on a daily basis with business choices, such as market analysis, products' offer improvement, marketing strategies, etc. Over the years, this allowed them to increase their professional competences and their employment opportunities once out of the detention center. Thus, the project contributes to fostering equal opportunities for employment and further education among vulnerable groups.

Furthermore, the project enhances young offenders' self-sufficiency and the ability to become active actors of the society they live in as well as fostering social cohesion.

7.9   NSS 09 - Italy: promotion of Social Generativity; *Fondazione Comunitaria di Agrigento e Trapani*

Fondazione Comunitaria di Agrigento e Trapani is one of the community foundations in Italy. It promotes the social, cultural, environmental, and civil economy development of the provinces of Agrigento and Trapani. The foundation supports the development of solidarity in the community and promotes the creation of sustainable local projects in partnership with other local, national, and international actors: institutions, non-profit organizations, SMEs, and citizens.

Fondazione Comunitaria promotes and supports projects that respond to the territory needs aimed at producing concrete, innovative and sustainable local development actions, able to facilitate the creation of common goods in the following action areas: (1) Promotion of community welfare through education and assistance, (2) Support for socially responsible youth enterprises, and (3) Enhancement of cultural and natural heritage.

The main approach used for the foundation's activities is that of social generativity. This involves a new way of thinking and acting on both a personal and collective productive and responsible action that is capable of positively impacting the forms of production, innovation, living and caretaking.

The foundation works for (1) The creation of a fund for the promotion of community welfare activities in education and of the cultural and natural heritage as well as to support socially responsible youth enterprises, and (2) The promotion of fundraising activities for the same purposes mentioned above. Indeed, Fondazione Comunitaria promotes the implementation of local projects in collaboration with other actors. The projects must be aimed at promoting community welfare.

In all its activities, Fondazione Comunitaria promotes the participation of public institutions.

Framework Model

Model type	**Community foundation**
Targeted Beneficiaries	Citizens of the territory with a focus to vulnerable and marginalized people
Implementing partners	The actors involved in the foundation are: ▪ Archdiocese of Agrigento and Trapani – the local authorities of Catholic church ▪ Banca Etica – a cooperative bank

	▪ Conf-cooperative – a network of social cooperatives in Sicily ▪ Farm Cultural Park – an art gallery and exhibition space located in Favara, Sicily ▪ Consorzio Agri.Ca and CRESM - social cooperatives ▪ Foundation Peppino Vismara – the foundation supports initiatives of not profit organizations in the field of social inclusion of marginalized people
Activities	▪ Promoting community welfare activities in education. ▪ Funding activities to promote cultural and natural heritage. ▪ Supporting the development of socially responsible enterprises. ▪ Fundraising activities to promote the social and economic growth of the territory they work in.
Outputs	▪ Active involvement of different actors of the local community, including the public sector, in the development of projects and activities that could actively support the social and economic development of the territory. ▪ Funded projects in the promotion of education as well as cultural and natural heritage.
Outcomes	▪ Fostering the social and economic growth of the territory where the foundation operates.

Inclusiveness indicators

Through the promotion of culture, participation, and shared responsibility, innovative social programmes are generated with the aim of having a strategic impact across the territory enhancing its social and economic development.

Fondazione Comunitaria is a social infrastructure that can be considered a project accelerator where public and private communities resources can converge, establish alliances, and encourage co-planning to solve complex problems identified and prioritized by the local institutions and citizens. In this way, it becomes a real platform for participation as well as resource catalysts for community well-being.

7.10 NSS 10 - Italy BP5: Ecomuseo Mare Memoria Viva

The *Eco-museum Mare Memoria Viva* is a space for the community and the promotion of the story of South cost of Palermo. It collects different elements, such as photos, videos, memories, objects that narrate the story of a part of the city and its development. It is also a space where cultural and educational activities are organized for the citizens. Among these activities, there are workshops, exhibitions, conferences on issues interesting the whole communities, treasure hunts to discover the city, etc.

The activities implemented can be categorized in six main areas:

- **Community mapping**: through the support of the community, the collection of materials to tell personal and community stories that can become a memory for the city and its history. The main

idea behind that, wherever there are stories of people and places, it is possible to track and co-plan a mapping process of the territory involving who is living there.

- **Urban regeneration**: support and consulting services for the regeneration of urban spaces that have been abandoned, with an attention to the ones in marginalized areas.
- **Audience engagement and involvement**: consulting services and co-planning of plans and paths to foster the involvement of the communities in cultural activities.
- **Participative processes and community paths**: facilitation of shared decision-making processes, co-design, community engagement and wellbeing.
- **Non-formal education**: organization of educational activities based on non-formal approaches both for schools and the public. They organize workshops for children and adults, professionals, teachers, project designers and others for the development of soft skills and to contrast educational poverty.
- **Planning**: providing support to institutions, third sector organizations and companies in the development of projects enhancing the social development of the communities they work with.

Cooperation with the public administration

The Eco-museum born from an idea of CLAC and its cooperation with Fondazione con il Sud and the Municipality of Palermo. Other public administrations have been involved in the first steps for the creation of the museum, such as the Department for Cultural and Environmental Heritage of the Sea, the Department of Cultural Heritage and Sicilian Identity and the University of Palermo.

The participation of the municipality has been crucial since the beginning of the project. Indeed, the museum is placed in a public property that has been provided by the municipality and it is still managed by CLAC and the association *Mare Memoria Viva*. Due to this partnership, a public space has been created where the community can benefit from different educational activities. The cooperation with the municipality, for instance, allows a free entrance to the museum.

The staff involved is paid by the municipality, while the educational activities are paid and managed by CLAC. Thanks to the increase of paid educational and tourist activities, the association is working to ensure a robust sustainability. The public-private relationship is not easy and CLAC is working for the development of a real co-management and innovative governance of the Eco-museum. Even though, it can be considered a success story of private-public partnership in the delivery of services promoting the growth of the territory. Up to date, the museum is managed by a private-public partnership involving the Department of Culture of the Municipality of Palermo, CLAC and not profit association Mare Memoria Viva.

Framework Model

Model type	Educational and cultural activities for the community
Targeted Beneficiaries	▪ Schools ▪ Education centers ▪ General public
Implementing partners	▪ Association CLAC ▪ Fondazione con il Sud – the foundation funding the project

	▪ The Department of Culture of the Municipality of Palermo that gave and co-manage the space where the Eco-museum has been created ▪ Association Mare Memoria Viva that has been founded in 2014 for the management of the museum and of the cultural and educational activities.
Activities	▪ Museum and exhibitions. ▪ Educational activities for schools and young people. ▪ Workshops and conferences on issues interesting the community. ▪ Support to institutions, third sector organizations and companies in the development of projects enhancing the social development of the communities they work with. ▪ Urban regeneration. ▪ Audience engagement and involvement.
Outputs	▪ Creation of a space for the community where educational and recreational activities are organized to support the territorial development.
Outcomes	▪ Fostering the social development of the territory they operate in. ▪ Enhancing the social inclusion of disadvantaged target groups.

Inclusiveness indicators

The Museum can be considered a cultural investment, but also a project of local development. Indeed, through the organization of cultural and educational activities, it promotes the active engagement of different actors, including citizens, in the development and planning of project/action plans supporting the development of services and vulnerable communities.

By promoting the cooperation among different actors, the Museum provides a valuable platform for the social and economic development of the targeted communities. They organize also activities specifically targeting vulnerable target groups in order to foster their social inclusion and to enhance their active citizenships. This positively impact social cohesion, particularly in a fragile territory. The project is addressing particularly the self-sufficiency inclusiveness indicator.