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3.1. Integrated Collaboration Framework

WP 3 - Setting up and pilot testing a multi-stakeholder collaboration
framework to remove structural barriers for TCN women's labour integration

Date 07/11/22

Confidential

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Executive summary

This document was produced by Impact Hub GmbH, as part of the Momentum Project co-funded by the European Union's Asylum, Migration and Integration Fund under Grant Agreement number 101038465. The project is implemented under the coordination of ActionAid Hellas in cooperation with 10 more partners in Greece, Spain, Italy, Austria and Portugal. The Momentum project aims to increase access of TCN women with a focus on refugee ones aged 18-35 to vocational training and the labour market through the design of a collaboration framework which brings together civil society organizations (CSOs), public employment services, vocational education training (VET) providers and employers at local level.

The document is the first deliverable of the WP and is a comprehensive framework co-drafted by all partners, highlighting the role that 4 stakeholders can have to work in an effective and efficient way towards the removal of obstacles that prevent TCN women's access to VET opportunities and job market.



Document History

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Acronyms and Abbreviations

Acronym/Abbreviation	Description
CSOs	Civil Society Organizations working with or led by Migrants and Refugees
VET	Vocational Education and Training
PEs	Public Employment Services
SE Actors	Social Economy & Social Entrepreneurship Actors
WP	Work Package
LAs	Local Authorities
TCN	Third Country National



About this document

a. The Deliverable

This document is drafted and designed to provide diverse key stakeholders in the field of migrant inclusion, vocational training and job market access, with an integrated collaboration framework, a tool that will help shaping an effective collaboration among diverse key actors to overcome barriers and obstacles that third country nationals women - with a focus on refugees aged 18-35 - face in Greece, Hungary, Italy, Portugal, Spain when trying to benefit by Vocational Training opportunities or to have access to the job market.

The framework foundations are deeply rooted into the findings and outcomes of the primary research¹ conducted in all 5 countries, identifying the barriers TCN women face in accessing vocational training and the labor market, the integrated collaboration framework is a model for cooperation among different stakeholders to remove these barriers. Public employment services, VET providers, CSOs and Social Economy Enterprises are brought together to collaborate based on designed roles and processes.

b. The methodology & The Process

The Collaboration Framework is intended as a living document that can provide guidance and inputs to test a new vocational training offer that MOMENTUM project will design in its next phase, and also as inspiring practices that can lead other actors in other countries to replicate the process. It is in line with the second goal of the MOMENTUM project, which aims at increasing networking and collaboration between the diverse actors involved in the process of opening the job market to TCN women. Methodologically the framework will be developed through collaborative processes, keeping at the centre the needs assessment at the research finding, with a transformative feminist principles lens. It will be defined through three different steps:

1. Co-designing phase, where all partners of Momentum project came together to set the base of the framework. This took place in 4 meetings between September and October 2022 for a total of 12 working hours.
2. Multi-stakeholders workshops - Participatory Labs (collect inputs, corrections, adjustments) that will take place from November to January 2023.
3. Final Tuning (including the inputs coming from step 2) till mid february 2023.

¹ Primary research finding report - Mapping of obstacles hindering access of young TCN women to vocational training and labour market, with a focus on social economy



_Momentum

Integrated Collaboration Framework

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*Coming together is a beginning,
staying together is progress,
and working together is success.*

Henry Ford

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Project funded by the European Union's Asylum,
Migration and Integration Fund

About this document

This document is drafted and designed to provide diverse key stakeholders in the field of migrant inclusion, vocational training and job market access, with an integrated collaboration framework.

The collaboration framework is proposed in the frame of the EU funded project Momentum of Cooperation² as THE tool that will help shaping an effective collaboration among diverse key actors to overcome barriers and obstacles that third country nationals women - with a focus on refugees aged 18-35 - face in Greece, Hungary, Italy, Portugal, Spain when trying to benefit by Vocational Training opportunities or to have access to the job market.

The framework foundations are deeply rooted into the findings and outcomes of the primary research³ conducted in all 5 countries, identifying the barriers TCN women face in accessing vocational training and the labor market, the integrated collaboration framework is a model for cooperation among different stakeholders to remove these barriers. Public employment services, VET providers, CSOs and Social Economy Enterprises are brought together to collaborate based on designed roles and processes.

The Collaboration Framework is intended as a living document that can provide guidance and inputs to test a new vocational training offer that MOMENTUM project will design in its next phase, and also as inspiring practices that can lead other actors in other

² *Breaking silos, promoting young TCN women's access to targeted vocational training and labour market opportunities through social economy - MOMENTUM of Cooperation* - Co-funded by the European Union's Asylum, Migration and Integration Fund under Grant Agreement number 101038465

³ *Primary research finding report - Mapping of obstacles hindering access of young TCN women to vocational training and labour market, with a focus on social economy* - Also linked as Annex II of this document [here](#)



countries to replicate the process. It is in line with the second goal of the MOMENTUM project, which aims at increasing networking and collaboration between the diverse actors involved in the process of opening the job market to TCN women.

Methodologically the framework will be developed through collaborative processes, keeping at the centre the needs assessment at the research finding, with a transformative feminist principles lens. It will be defined through three different steps:

4. Co-designing phase, where all partners of Momentum project came together to set the base of the framework
5. Multi-stakeholders workshops - Participatory Labs (collect inputs, corrections, adjustments)
6. Final Tuning (including the inputs coming from step 2) and Piloting (to test and validate the tool)

The Integrated Collaboration Framework sets the basis for a multi-stakeholder space for co-operation and co-ordinated action, bringing public, private, and non profit actors together to envision and work together for a more effective framework for migrant and refugees women integration into the labor market.

More in details, the aim of the Framework is to:

- Design a structured collaboration processes among CSOs working with migrants and refugees, public employment services, VET providers and social economy organizations,
- Reduce structural and cultural barriers and facilitate access of young TCN women in vocational training opportunities and the labor market, through social economy.
- Define appropriate actions and measures to be effective in the different stages of collaboration, highlighting their roles in each stage, and the area of expertise that each stakeholder brings to reduce the identified obstacles.

The framework is structured around 4 indicative stages of cooperation among the different stakeholders, and it's around these four stages that we built the backbone of this document.



About Momentum

Momentum of Cooperation is an AMIF EU funded initiative focused on reducing barriers faced by migrant and refugee women undergoing the process of socio-economic integration.

Through a gender-sensitive and multi-stakeholder approach, Momentum of Cooperation brings together CSOs, Public Employment Services, VET providers and Social Economy Enterprises at local level, to reduce the structural and cultural barriers faced by Third Country Nationals women in accessing targeted and adapted to their needs vocational training and employment opportunities.

The project focuses on **refugee women aged 18-35** in the 3 most affected by migrant flows EU countries, Greece, Italy and Spain and 2 countries with positive (Portugal) and critical (Hungary) approach to integration. Based on a **co-designed multi-stakeholder collaboration framework**, MOMENTUM aims at

- breaking the working silos in services provision
- promoting a whole-of-government approach to skills development and integration, responding to TCN women's multiple vulnerabilities.

In partnership with local stakeholders in five EU countries – Greece, Italy, Spain, Portugal and Hungary– Momentum will deliver vocational training, one-to-one job counseling sessions and peer-to-peer mentoring to young migrant and refugee women, equipping them with educational and entrepreneurial skills and tools to enter the job market.

Momentum is a 24-months programme, implemented from January 2022 to December 2023, and funded by the European Union's Asylum, Migration and Integration Fund (AMIF).

Find more about momentum here!

www.momentumproject.eu



People of Momentum

Momentum of Cooperation is a puzzle of people that act together to maximize the impact of their expertise, knowledge and experience towards a common goal. It is a project that has a reach-in-diversity pool of actors that we can briefly summarize as for the following picture:



Individual migrant and refugee women (18–35 y.o.) who have been residing in partner countries for at least two years and a maximum of six years, and that hold a working permit.



Grassroot migrant and refugee organisations and associations.



Public employment services providers and authorities, especially those with a focus in labour and training.



Social enterprises, Civil Society Organisations and vocational training providers



Policy makers at national, regional and European Union level, who focus on the design and monitoring of integration policy initiatives

All these pieces of a whole picture, can be grouped into into the following three categories:



Project Partners

Those are the partners that have submitted the proposal to the EU. The consortium, led by ActionAid Hellas sees a total of 11 partners from 5 countries that bring to the project a variety of competences and experiences. The partners, that have contributed to shape the first draft of this framework are

ActionAid Hellas	EL	www.actionaid.gr	Non Profit Organization
Ministry of Migration and Asylum	EL	migration.gov.gr/en	Public Entity
Veneto Lavoro	IT	www.venetolavoro.it	Public Entity
EURICSE	IT	www.euricse.eu	Research Institute
Irecoop Veneto	IT	www.irecoop.veneto.it	Training Organization
Red Cross Spain	ES	www.cruzroja.es	Non Profit Organization
Dirección General de Cooperación al Desarrollo	ES	cantabriacoopera.es	Public Entity
CISE	ES	www.cise.es	Entrepreneurship Entity
Impact Hub Global	AT	www.impacthub.net	Social Entrepreneurship Entity
Impact Hub Lisbon	PT	lisbon.impacthub.net	Social Entrepreneurship Entity
Impact Hub Budapest	HU	budapest.impacthub.net	Social Entrepreneurship Entity

Read more about
MOMENTUM' partners
[here](#)



External Partners

External partners are all those actors that are invited to contribute to MOMENTUM objectives and to join forces, support and align with the implementers of Momentum to find the best fitting framework to deliver effective and impactful activities benefiting third country national women. Among the key external partners we do consider

- **CSO**, Civil Society Organizations: Associations and Organization working with Migrants and Refugees & Migrants and Refugees led organizations
- **PE**, Public entities active in shaping policies and instrument to address migration and employability issues
- **VET**, Vocation Training Providers
- **SE**, Private sector with a social impact at its core (Social Enterprises and Social Economy actors)

Beneficiaries

Last but not least we have the beneficiaries, third countries national women - with a focus on young ones. The migrant and refugee women we will work with and for, are currently living in Greece, Hungary, Italy, Portugal and Spain facing difficulties to access vocational training and job market opportunities.



Integrated Collaboration Framework in 4 stages

The next chapters present the 4 different stages of collaboration among the different stakeholders categories, i.e. CSOs, VET providers, public employment services, social enterprises and social economy actors. The stages of collaboration present the main objective, the challenges and practices identified through the primary research activities, and the role of the stakeholders in each stage. Not all stakeholders are involved in all stages.

The stages are based on the description of the project and on the outcomes of the research findings. In this draft only some of the research findings are included. D2.2 should be closely read to extract the parts needed to draft each of the collaboration stages (and the consequent activities, such as the workshops with the partners' staff).

It is important to mention that this draft does not include all the research findings but only some indicative ones on which we believe we can act impactfully. More specifically, we should specify that for some barriers we can act directly to overcome them, while for others we can propose mitigation actions that decrease their effects, but not eliminate them.

Barriers are divided into Personal and External ones: personal ones are those barriers that are directly linked with the individual situation of each TCN woman (self confidence, family issues, personal trauma ecc) while external barriers are those depending on the context outside of the personal circle of the beneficiaries. It is important to mention that some barriers, even though they are considered as personal, may also be related to the context. For example “lack of language skills” is for sure an individual barrier but it goes without saying that is often related to the lack of adequate support services offered in local context. You will probably find diverse overlapping barriers that need to be addressed more holistically.

Moreover, some of the barriers and findings do not find a specific space in this framework, due to the fact that it would be unrealistic for all the stakeholders involved to propose implementable solutions in the short-medium term. For this reason it has been chosen to work with those barriers (personal and external) that are common among the 5 countries, that are relevant both for the number of beneficiaries affected and for the impact of those specific barriers on the target. The full report of the research is presented in the Annex II at the end of the document.



Stage 1

Identification and persuasion of young TCN women not in employment or education, facing structural and cultural barriers



Stage 2

Individualised support for young TCN women, promoting skills assessment, development and sustainable employment



Stage 3

Provision of targeted vocational training programmes



Stage 4

Promotion to employment with a focus on social economy



It is important to note that some of the barriers analyzed in the 4 stages are common in different stages, so will be met more than once in the barrier analysis.



Stage 1 - Identification and persuasion of young TCN women not in employment or education, facing structural and cultural barriers

The first stage of the framework concerns the difficulties, obstacles and practices needed to identify young TCN women and to persuade them to participate in vocational training and in the labor market.

In order to overcome those obstacles and difficulties mapped, the different stakeholders collaborating through this framework are asked to engage in common measures and mitigation strategies and actions.

The **Roles of Stakeholders varies on the basis of the different mitigation actions suggested for the different barriers. But in general in this 1st stage**, CSOs and public employment services are expected to collaborate in order to identify and persuade TCN women to participate in training and employment.

1. **CSOs** working with migrants and refugees are expected to be involved in identifying women, due to the fact that they have direct contact with this group, they understand their multidimensional and gendered needs and they have gained their trust. Moreover, CSOs are expected not only to identify from their network and beneficiaries, TCN women with a focus on refugees, who could participate in vocational training and in employment, but should address the challenges identified to engage women.
2. **Vocational training Providers:** In general, VET providers should help to highlight to TCN women the potential opportunities to enter the job market, thanks to the new competencies they should acquire through adequate vocational training.
3. **Public Employment Service:** Public employment services being the source of information on vocational training and employment are expected to work with CSOs to facilitate women's access to vocational training and employment opportunities.
4. **Social Economy and Social Entrepreneurship actors:** in this first stage, SE actors should collaborate with CSOs and VET providers to highlight the accessibility and inclusivity of their job offers, in order to act as motivators for the TCN Woman interested but not sure to start this education and professional path.



PERSONAL BARRIERS

PB1.1 Childcare and work-life balance (Preliminary research findings report, pag 62-64)

Finding a balance between taking care of the children and work is perceived as a difficulty by most women and the challenge of reconciling family life and work tends to be more severe for migrant women, also due to the fact (very common and impactful among refugees) they have limited or no network of support and no families. Indeed, the weight of reproductive work⁴ as the main role for women in several cultures, is conceived as a barrier in accessing work in all target countries. This difficulty combined with the lack of services for child/care and/or their high cost tend to discourage TCN women from seeking VET and working opportunities, because they need to prioritize a feasible family work-life balance.

Mitigation Action	Stakeholders' role
Action 1: create positive networks in hosting societies and raise awareness of women about existing NGOs, groups and existing services that can support them.	CSOs will have the main role to map existing support services offered by NGOs or other entities and inform the TCN Women about the opportunities such as groups that can support them. Moreover, CSOs are expected to invite TCN Women to activities, such as pretext activities such as cooking, tailoring and other socializing and networking events, establishing contact and creating spaces for women to increase the possibility to develop formal and informal networks of support. In these events CSOs can also showcase stories of TCN women with families that managed to balance their personal obligations with their professional path, inviting individuals to tell their experience. Last but not least, it is important to map, create and inform them about those organizations/actors that can help them to enter or create informal networks of support. Moreover CSOs, in collaboration with PEs should inform women about public services about child care, their location, the procedure to access them and any other needed details and information. Also PEs can play an important role in deploying the information about services and support vouchers to afford the cost of services.
Action 2: inform the TCN women about the possibilities to participate to a training	After aligning with the VET providers to offer training with a good level of flexibility, CSOs will have the important role to explain to the TCN woman the possible option to meet and satisfy their work life-balance needs.

⁴ For reproductive work definition please see the definition provided by the [European Institute for Gender Equality](#): *All the tasks associated with supporting and servicing the current and future workforce – those who undertake or will undertake productive work. It includes childbearing and nurture, but is not limited to these tasks.*



offering a good level of flexibility	
Action 3: Create a safe space for TCN for women to discuss the issue of sharing the childcare task with the partners.	CSOs should facilitate the process to bring together TCN women to discuss and propose actions that can educate the partners to adopt a more balanced sharing of the family and child care.

In parallel, all partners should cooperate to define and design policy recommendations aiming at advocating for more accessible (in quantity and procedure) childcare spaces, in order to extend the impact of the designed activities and achieve structural change.

GET INSPIRED!

CORRESPONSABLES is a comprehensive care system for a gender, intersectional and human rights perspective that promote the co-responsibility between women and men, the State, the market, families and the community, systems that include articulated policies of time, resources, benefits and universal and quality public services to meet the different care needs of the population, as part of the social protection system and from a conception that raises the right to care to the level and protection of other Human Rights in our country.

[More info here](#)

PB1.2 Gender Role in the family and in the community (Preliminary research findings report, page 64-65)

The view of women as the main carers of the household and of the family has been identified as an important barrier in the engagement of TCN women in vocational training and the labor market in all 5 countries. Moreover, women are usually channeled to particular job sectors, such as caring, nursing, and cleaning. Limiting women altogether or to particular sectors failing to take into consideration their personal knowledge, abilities, and desires already decrease TCN women choices and opportunities. Finally, the concept of motherhood incorporates some intrinsic



cultural aspects related to the role of the mother and caring that may differ dramatically across cultures, depending on the community and origin of women and can influence the attitude toward attending training, courses or the job place.

Mitigation Action	Stakeholders' role
Action 1: raise awareness through peer to peer methods involving husbands and other family members about the importance of women to train and/or have a job	Taking into consideration that a peer-to-peer methodology is more effective in conveying messages among members of the same group, TCN women already integrated in the labor market could be invited to share their experiences in the context of the awareness raising activities. Inviting representatives from other stakeholders, such as PEs, VET providers and Social Economy Actors, can increase the "reliability" of the proposed idea for the target group (i.e. TCN women, spouses and family). It is important to mention that these awareness raising activities can be combined with the information about the importance of work as a tool for inclusion and to improve personal lids, in one unique action through pretext community activities.

Get inspired!

The refugee led organization Associazione Donne per le Donne, has been funded in 2022 to support the women escaping from the Talebani dictatorship in Afghanistan and arriving in Italy. Through the program "Happy Family Program for Refugees from Afghanistan" TCN women had the chance to learn about family planning and the reproductive process as two important tools for female emancipation. The training courses, offered in Dari language, not only increased the direct knowledge of the target but also shaped higher confidence of the women to imagine different gender roles within their families and communities. [Link here \(in Italian\)](#)

PB1.3 Psycho-sociological aspects and Motivation (Preliminary research findings report, page 67-69)

When dealing with job search and labor market, interview respondents underlined the tendency of the diverse stakeholders to overlook social and psychological elements affecting the life conditions of migrant women throughout their migratory experience and their life in the destination



country. However, these aspects - such as hardships, trauma, depression, social anxiety, isolation, frustration, difficulty in making plans for the future, lack of self-confidence and lack of information about the territory and culture- are relevant in shaping women’s integration pathways, opportunities and capacity to face and overcome everyday life challenges. Moreover it has to be taken into consideration the fact that, according to their status, asylum seekers and refugees are very often forced to stay in the country, and the lack of motivation is also linked to the fact that they don’t want to stay there, that it is not their final destination, and that they are not sure that they will stay. Moreover, the procedure to obtain refugee status forces the person into a period of waiting, uncertainty and fear that can negatively influence their attitude, emotions and motivation. This barrier can be mitigate through the following proposed actions:

Mitigation Action	Stakeholders’ role
Action 1: Offer psycho-social support services involving people sharing a similar experiences of forced movement/trauma/violence	CSOs should provide support services involving experts and other migrant women who have had similar experiences and managed to improve their life condition by accessing training and/or job opportunities. Moreover, apart from this direct support, TCN women would also be informed about the actions that the CSOs have taken to raise awareness and sensitiveness of VET providers and possible employees on the peculiarity of the psycho-social condition of several TCN women, in order to plan and carry out more tailored trainings and interventions.
Action 2: empower women in groups through pre-training sessions	VET and CSOs should collaborate in this stage, in order to offer preliminary activities for women, to empower them. At the end of the process they should have in place a support mechanism that will help them to identify VET and labor market opportunities, to enter and integrate in the labor market using methods, such as mentoring or/and peer to peer guidance and support.

Get inspired!

Since 2018, the SURVIVOR Project in Greece, co-financed by the EU’s Rights, Equality and Citizenship Programme, has focused on improving



services for refugee and migrant survivors of gender-based violence.¹⁹⁴The circumstances in which such women and girls live in, and the barriers mentioned above often lead to lack of awareness regarding their rights to services and access to them. The Survivor Website provides toolkits and other resources for agencies and practitioners in Europe supporting the integration and resettlement of refugees. [More info here](#)

PB1.4 Language and communication skills (Preliminary research findings report, page 62)

Poor language and communication skills are reported as the main barriers affecting entrance and permanence in the labor market and attendance of training in most of the countries. Oral communication skills, according to the survey, are more relevant than writing skills. According to various respondents, communication, including language skills and the capacity to properly approach interlocutors, significantly influences the outcome of the integration efforts. The relevance of learning the language often clashes with the need to find a job quickly, which is described as urgent by many of the women interviewed. It is also important to highlight that sometimes, TCN women knowing the basic language of the hosting country are not confident in shifting from an informal to a formal register, because they lack an understanding of the wider setting in which they should professionally relate.

Mitigation Action	Stakeholders' role
Action 1: Implement Mentorship / Peer Activity with people of similar migration background (different than a "simple" language interpreter) to raise motivation and "get out of the shell"	Mentors can play an important role in helping to overcome language barriers. Their role should be recognized by all stakeholders as key figures accompanying the woman in the process. If possible the mentors should be from the same or a similar background, to act as a guide and role model at the same time. The mentors, who should already hold some expertise and knowledge, can be trained on some aspects that the stakeholders agree on. Thus, CSOs should choose the most suitable profiles, and once selected, the rest of the stakeholders should contribute for what they consider most important to enrich the knowledge of the mentors so that they can develop their intervention effectively. Last but not least the mentors should also provide us feedback on the training design and outcomes of our interventions.
Action 2: Organize playful activities involving more nationalities	CSOs can organize intercultural groups activities with a playful and experiential nature, for TCN women and



(such as soccer games, cooking in an international environment), adapted to age / interests / hobbies of the target groups	their families. This will help to improve communications and increase self-confidence by creating a relaxing and not judging environment to exchange and connect.
Action 3: Inform them about language courses or opportunities that are accessible to them.	CSOs can map and showcase language courses and opportunities either in group or tandem lessons (Tandem language learning is a method of language learning based on mutual language exchange between tandem partners, where ideally each learner is a native speaker in the language the other person wants to learn) with volunteers. Last but not least, CSOs can map the online free resources to learn the language and also free apps for smartphones that can help in this direction.

Get inspired!

She4She is the Hungarian Migrant Women's Association, a migrants and refugees led organization fighting for gender equality and for the rights of all women without discrimination based on ethnicity, race, religion, belief, or any other category. The Association aims to develop women's skills and represent migrant women in the widest possible circle. She4She is also a space for women to spend time together, learn from each other, and build supportive friendships. She4She organizes activities to build our skills, for example through language lessons and other training activities, sharing our own skills by teaching others as well as learning from others. [More info here](#)

PB1.5 Digitalization (Preliminary research findings report, page 65)

The research shows that digitalization has become particularly relevant since the beginning of the Covid-19 pandemic; it affects both access to the labor market (as it is a skill requested from employers) and access to training and services, since part of the process (or the whole process) is very often held online (e.g. registration, access). Many migrant women have poor digital skills; and often lack digital tools (while most women have a mobile phone, fewer have a PC and tablet and often a low "quantity of wireless data"). Noteworthy is that attendance to courses dropped significantly after Covid-19, according to trainers, and most women now consider online activities and courses less



effective. Apart from lack of computer skills and lack of equipment, low digital awareness should be addressed together with lack of knowledge of the digital skills necessary for the labor market, such as ebanking, digital signature, digital identity

Mitigation Action	Stakeholders' role
Action 1: Courses on WHY they need some digital knowledges before WHAT (the contents of digitalization)	CSOs and VET providers could organize short informative sessions on the digital skills required to engage in the VET opportunities and more in general to facilitate life in the hosting communities. Moreover a mapping of the offers already in the market to build digital capacities is needed and those opportunities should be shared with TCN. CSOs can also try to engage on a voluntary basis, with some digital mentors to be paired with the TCN women to support them in the learning process.
Action 2: Job Active Research through PC (check job offers - use the internet properly - create email - send resumé - presentation letter etc.)	Similar to above, CSOs and VET providers should collaborate to increase the digital skills of TCN women for all those aspects related to job seeking and access to the labor market.

Get inspired!

Develhope is a programming and digital skills online school operating in Italy and Europe. It is the largest coding school in Italy with 1,000 students in 2022. It offers professional digital and tech courses that students will pay ONLY after getting a job. Moreover Develhope will support its students to find a job after completing the course. It has a success rate higher than the 90%. Currently it offers programs in Italy and Greece. It has collaborated with UNHCR to offer such opportunities to refugees in Italy. [Find more info here](#)

PB1.6 Needs and expectations (Preliminary research findings report, page 69-71)

Needs and expectations contribute to shaping women's experiences in the new life context and can influence their attitude towards the labor market. Needs and expectations vary according to women's personal cultural, social and economic backgrounds as well as according to their legal



status in the destination country and family status. However, women’s needs and expectations are often difficult to detect, also due to a widespread lack of awareness on the part of the women themselves, who often ignore their skills and abilities, as well as their ambitions. Expectation can be unrealistic due to a lack of knowledge on the hosting community and country the nation of arrival, probably due to misrepresentation in the country of origin and/or through media misinformation. Last but not least it is important to highlight that the needs change over time and that the changing factor should be taken into account when planning actions. At the same time, the majority of the TCN women are willing to find a job and if they can not reach it in a reasonable amount of time, their motivation can decrease. In fact, as reported by several women, “job is a way to be accepted in society” and unemployment can bring along demotivation and isolation. Last but not least, a large group of beneficiaries have immediate needs for finding a job quickly (e.g. need a fixed income, be independent, have a contract for housing etc).

Mitigation Action	Stakeholders’ role
Action 1: Present to TCNs women a series of jobs available (from entry level to more advanced ones) offered and in cooperation with local employers from the SE sector	This action starts with the collaboration of CSOs, providing information, training, networking with employers, matchmaking services, with the SE actors that are more open and flexible in employing migrants and refugees or offer paid internships.
Action 2: Hold sessions to explore women’s needs and expectations.	CSOs should conduct group meetings with TCN women to assess through experiential activities their skills, to explore their needs and discuss their aspirations. The results of the activities should be shared both with VET providers and PEs to be taken into consideration when designing training programs and when linking TCN women with the labor market

Get inspired!

AAH in Greece, in collaboration with VET centers, supports TCNs women and local vulnerable citizens providing a number of diverse services, including job search and job preparation. To prepare TCN women, both individual and group sessions are carried out, exploring the women’s skills, needs and aspirations. At the same time, within the group sessions, soft skills are developed, whereas language and computer courses are available.



[More info here](#) (in Greek language translatable with google).

PB1.7 Lack of awareness on capacities, skills and competencies (Preliminary research findings report, page 71)

The (self) recognition of skills and abilities is a key element in the choice of vocational training and for a successful integration into the labor market. To find jobs that match the capacities of migrant women job seekers, it is very important that the person is aware of what she is able to do and the value of her competence and skills, and it is also important to inform employers about the value of finding TCN people fitting the job description. According to the research, women might have less professional and technical experience, but they are more likely to have soft skills linked with motherhood, housekeeping, and social relations. Nevertheless, migrant women are in many instances less aware of being endowed with these skills when compared to men and native women. Women less aware of their own capacities and competencies consequentially are not able to present them. TCN women are often not focused on what they really want or can do, because of the urgent need of income and low self-awareness of their capacities: this can cause them to choose not a suitable VET offer or a long-term job not fitting their skills and interest.

Mitigation Action	Stakeholders' role
Action 1: Raise awareness on TCN women skills and capacities and present the opportunity of a tailored support (see Stage 2)	CSOs: organize deep interviews with TCN women, build trust with different programs, build a network between CSOs and women based on the interviews in order to prepare the individualized support needed. In collaboration with PEs, they will have access to a database of jobs, employers and based on the interviews they get information about good practices and currently available jobs fitting the TCN profiles. VET providers, based on the database of the PEs, can build connections in the territory with employers to offer after training connections. SE actors can showcase the good practices of previous collaboration or internships with TCN women that can work as inspiring and convincing tools. Moreover, based on the research results that shows how women can better understand what kind of skills they already have through their interaction with other women, it is suggested to have, in addition to the interviews, group activities during which women would



	discover their multiple competences
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Get inspired!

The Government of Cantabria in Spain, offers a series of training courses targeting public employees of all levels that have the potential to create a more inclusive and supportive ecosystem that can motivate TCN women to engage. The courses equip public administrators with a transcultural approach, and the objectives are the identification of concepts and values associated with intercultural coexistence and link to their work context, the design of strategies and procedures to include the transcultural approach in their day to day about migration process and general framework, break social, structural and cultural barriers for an effective inclusion of migrants and building welcoming societies

PB1.8 Labour market integration in the new context and knowledge of the territory (Preliminary research findings report, page 65-67)

The European labor market requires that women make a significant effort to understand its configuration, the rules and process related to finding a job, the conditions and rules guiding employees in the workplace. In particular, it is important that migrant women recognize the differences existing between the labor market in the country of origin and that of arrival. Key differences concern laws and rules, the sectors of activity, the quality and productivity standards, the number of working hours. Women may also have a different “culture of labor” (e.g. punctuality, absences), which may require finding a balance between their personal and cultural mindset and the culture of the country of arrival. Moreover, often there is a mismatch between the embedded “meaning” of a specific job in the country of origin and in the EU country members. Variations may concern the way the job is performed, the tools or means employed, the skills required (in terms of certification, but also knowledge). When approaching an unknown territory, state or city, women can also be unsure about where to find job offers and how to apply. As mentioned, the research shows that potential difficulties arise mainly due to migrant women’s gaps in information. Those initial difficulties can cause risk of being cheated or abused by employers without contracts.



Mitigation Action	Stakeholders' role
Action 1: Providing information, connections and mediator at first meetings	CSOs: provide connections, information and being a mediator PEs: offer an official mediator for the women, someone that follows the person through the process VET: training about local labor market structure and opportunities, skills that are more requested at the labor market, manners used and expected in the labor market SEa: be a role model for newcomers, showcase good practices and success stories to help others

Get inspired!

D-HUB Verona, is an association made by volunteers that offer **Welfare support to migrants**. Through this support they help TCNs individually or in group to understand and get in line with the welfare regulations and context in the hosting country, and to understand the dynamics of the welfare and job market sector. [Find more info here](#) (In Italian but translatable with Google)

EXTERNAL BARRIERS

EB1.1 Vulnerability to discrimination and violation of the rights of women (Preliminary research findings report, pages 75-76)

Many of the women interviewed in the course of this research declared that they “wish” to be paid on time and fairly. The tendency of women not to recognize this as a “right”, but rather as something they “wish” to happen, confirms both the lack of information about their rights and the higher risk for women to accept to be involved in illegal procedure and/or to be recipients of illegal treatment. At the same time, as underlined by a staff member of a Foundation working with refugee women in Hungary, sometimes women prefer to work in the black market, because they earn more



money. Migrant women often ignore the negative effect that this can have in terms of their rights as workers and/or they do not understand the importance of having a contract and insurance. Furthermore, some experts underlined how harassment and abuse, also linked with domestic work, are more common for migrant women. Migrant women are often not fully aware of the abuses they are victims of; they may be afraid to quit the job and sometimes find it difficult to speak about the abuses with job counselors.

The role of religious signs is a very debated topic with respect to which there was no unity of views among interviewees. According to some of them, every aspect of the culture and beliefs of women ought to be safeguarded; others underline that asking women to change some habits is not a matter of discrimination but of mediation to prevent market prejudices. This discussion confirms that there is a pressing need to further reflect on what is discrimination and what are the limits and borders between personal choices and mediation.

On top of this, there is a need to convince women to stand up against violations and to inform them about their rights, and at the same time to help the development of a fair and respectful society and labor market.

Mitigation Action	Stakeholders' role
Action 1: Raise awareness of TCN women about their rights	CSOs should organize events to raise awareness about workers' rights in the local/national context. If possible, these events should be organized in cooperation with entities relevant to fighting discrimination that can provide help in case of need, and/or state bodies where you can report violations. At the same time, PEs should share info and provide guidance to the beneficiaries about their rights related to the labor market. The contribution of experts would be helpful here as well.
Action 2: Raise awareness of employers about discrimination and best practices to prevent it with a focus on the workplace, on how to create a safe and inclusive environment and on the benefit of creating such an environment for the company itself	CSOs and SE to raise awareness and provide good practices on creating a safe work space and SE actors should mobilize representatives from their management and HR team to build capacity on how to prevent discrimination in their workplace.
Action 3: Code of conduct for all the actors involved in	CSOs, PEs and trade unions/private labor services should communicate with private sector employers and social



the process (VET and Employment)	economy enterprises to define a code of conduct that helps to prevent, monitor and eventually effectively react to violations of rights through a reporting system. Knowing the existence of such a code of conduct, can boost the motivation of TCN women to engage in VET and Job finding processes.
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Get inspired!

The Equal@work Platform brings together businesses, social partners, NGOs, public authorities and academics committed to diversity and inclusion, to find solutions so that ethnic and religious minorities can fully participate in the labor market. Among the other aims, this platform is intended as a space where

- Partners share, duplicate and improve best practices in HR and diversity management between different EU countries.
- Partners have access to information and expertise to support them in fostering genuine diversity in their company.
- Partners can better understand different organizational worlds and cultures. This contributes to the well-being of all employees, from operational level to top executives, and enhances the resilience and long-term growth of the company.

[More info here](#)

EB1.2 Unilateral path of inclusion (Preliminary research findings report, page 72)

Pathways to social and labor integration are implicitly understood as a task and commitment of the migrant person. On the contrary, for a positive and successful integration, inclusion should be conceived as a “bilateral path” resulting from a relationship involving both society and migrants. Strong barriers have been detected in this respect, as companies/agencies, employers and VET providers are often not prone to engage actively in the integration process. Additional difficulties may be caused by the poor involvement and/or hostile attitude of civil society. Moreover, the benefits of inclusion are often considered only in terms of their impact on the life conditions of the migrant without taking into consideration that



the investment in people will always result in a benefit for the society as a whole. This is extremely valid for the labor market, as legally including migrants in the market positively impacts the economy, increases social development, and decreases the need for assistance.

Mitigation Action	Stakeholders' role
Action 1: involve TCN women in the integration process	CSOs play a fundamental role, by involving women in the design, the decision making, and the implementation of actions regarding their integration process. Do not design for someone but design with someone. All the other stakeholders should be involved in the process.
Action 2: raise awareness about the benefits of actively trying to include TCN women in the labor market and society in general	CSOs, PEs and VET providers: organize common events to raise awareness about the benefits, also inviting SE actors. Moreover PEs will assess the needs of the market and inform about existing programs benefiting employers for hiring young women or benefits related to the TCN value and skills useful for the company.

Get inspired!

SPEAK is a Portugues association that brings together newcomers and locals living in the same city through community-led language groups and cultural exchange events. Through these experiences participants learn from each other, explore common interests and make new friends, breaking down barriers and tackling prejudice in their cities along the way. [More info here](#)

EB1.3 Perceptions and prejudices of the employers, of the society of origin and the society of arrival towards migrants and women (Preliminary research findings report, page 76-78)

Foreign women are potential victims of prejudice (and, as mentined, discrimination) for multiple aspects of their identity. Two main areas emerged from the research: gender and origin. Regarding labor market, moreover,



Existing prejudices have been detected in specific sectors of the labor market where - according to their country of origin or gender - migrant people are labeled as good or not good at doing something. Those prejudices can come from the employers or from other colleagues. When TCN women share in their community these kinds of experiences and prejudices, the sense of frustration for those women thinking to join a training course with the aim to enter into the job market, increases becoming an obstacle for engagement in VET opportunities for professional development.

In this stage the diverse stakeholders should work together to show a counter reality that will motivate TCN to engage and enroll in VET opportunities and at the same time to help to fight prejudice where existing, in the entire society but more specifically in regard to the labor market.

Mitigation Action	Stakeholders' role
Action 1. Organize opportunities for internships or one day visit into SE companies	CSOs should collaborate with SEs to organize field visits and short internship into SE initiatives or enterprises in order to meet two main objectives: <ul style="list-style-type: none"> - Better understanding of the job market in the hosting countries - Info sessions based on interculturality, to establish a direct contact among TCN women with local employees aiming at decreasing prejudices through knowledge.
Action 2: Organize info sessions with role models of TCN Women that can share good practices of non prejudicial behaviors on the workplaces	CSOs should be involved in the outreaching and recruitment process of the TCNwomen that can share positive and inspirational stories (role models) with a good potential to motivate the target group. This action should be the first step of a wider campaign
Action 3: Campaign against discrimination of migrants on the workplace	CSOs, with the support of all stakeholders, should lead on the organization of a campaign disseminating the messages regarding discrimination, in which the TCN women have a leading self-advocacy and communication role.
Action 4: Organize occasion of meeting between women and possible employers	CSOs, VET providers and PEs can organize events where possible employers, HRs meet a group of TCNs women. This action aims at engaging targeted employers in discussion and become aware of their own preconceptions and prejudice



Get inspired!

JOB GYM is a practice implemented by some cooperatives in Veneto region, that organize and host migrants people for a 6 months internship and after this period they vouch for migrants with private enterprises highlighting the professional attitude, skills, behavior and creating convincing argument for possible hiring. In a certain way, these cooperatives after the JOB GYM become sponsor of the migrant intern to other private companies.

EB1.4 - Documents / Permit of Stay (Preliminary research findings report, pages 72-73)

Residence permits for asylum seekers and refugees are different from those held by the vast majority of foreigners, both in terms of procedures required to obtain them, conditions (duration, possibility to convert, process to renew it), and format. Moreover, bureaucracy and procedures take a long time and change constantly, causing uncertainty and additional bureaucratic obstacles. This administrative situation has a strong impact on employability but also on the motivation of TCN women to engage in capacity building processes, due to the fact that the efforts needed to overcome those problems are much bigger than the possibilities to find a job. Moreover, employers can feel more “unsure” if they can or not hire somebody with this kind of document, and might rather prefer migrants with long term presence in the country.

The situation varies from country to country, and the power of the actors of the MOMENTUM project to affect this situation is often scarce or zero, but some mitigation actions might be taken, as follows.

Mitigation Action	Stakeholders' role
Action 1: Clarify the processes to fix al the needed documents and involve in the explanation mediators or peer	CSOs should produce, with the support of PEs, clear and simple info sheets on how to get the document before or after the employment or provide and share already existing ones. CSOs should involve other TCN citizens that went through the process and local volunteer or mediators that offer support to increase motivation



<p>Action 2: Clarify the possibility for and employers to hire refugees and asylum seekers according to the national law</p>	<p>CSOs, with the support of PEs and other state entities dealing with the topic, can organize events and info sheets to inform employers about procedures and other legal aspects linked with the possibility to hire asylum seekers and refugees.</p>
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Get inspired!

The Foreign Service of Treviso District (Servizio Stranieri Provincia di Treviso) is a public office that supports employers and migrants to raise awareness and make clarity about the documents and permission needed both for internship or to hire migrant people. In particular the service "Biglietto da visita ufficio stranieri" plays a fundamental role in this explanation to migrants. that explains the service . PS:The website is currently in being updating and in italian is [here](#)

EB1.5 - Recognition of diplomas and qualifications and mismatch of preparation for high education and qualified job positions (Preliminary research findings report, pages 74-75)

Qualified migrants struggle to find jobs that match their previous qualifications and find it very difficult to enter the qualified labour market. This situation distances the person from job offers that coincide with knowledge, personal investment and professional life projects.

One reason for this is the lack of recognition of diplomas and certificates. Several causes prevent recognition of qualifications such as:

- The absence of formal procedures and agreements between hosting countries and the home country;
- The complexity of the process, defined as “excessive, tedious and time-consuming bureaucracy”
- The difficulty to find information on how to do it and, finally, the demanding, often costly, and very long process.

According to the research, several women decided not to apply for recognition because the process is described as complex and then as difficult to find how to do it. It is also important to highlight that TCN Women holding a diploma do not have a full understanding about its recognition and how much it is considered qualifying. This often creates a sense of frustration at personal level and does not boost the will of participation in other learning processes.



Mitigation Action	Stakeholders' role
Action 1: Administrative support to TCN women and lobbying to relevant national authorities for the recognition of certificates	CSOs can involve communities of migrants from the same country of origin that might know the specific problems for that country. They can define support paths for each nationality to solve the recognition issues. Moreover CSOs should collaborate with key people in the PEs that can speed up the official processes. SEs actors can be involved to provide certification on particular skills that can be assessed through internships and stages.
Action 2: Mitigation of frustration created by the unrecognized qualifications	CSOs should present to TCNs other women to boost the motivation of our target. Moreover they could work in line with the PEs that can: give the opportunity to TCN women to consult psycho-social therapists to overcome the frustration coming from this issue. VET providers could be involved in communicating the value of vocational training as a valid alternative until the recognition is completed.

We could define this as an untakable problem, especially for what concerns refugees. An untakable problem is a problem for which we cannot propose a real solution or mitigation action, at least not through this specific project and its planned actions. CSOs can plan important raising awareness and advocacy actions to solve this problem.

Get inspired!

The Cantabrian Employment Service develops a system of accreditation of competences, a process by which the interested persons acquire an official accreditation of their professional competences acquired through work experience or non-formal training, after their evaluation. This process allows the accreditation of units of competence that are part of a Vocational Training Degree or a Certificate of Professionalism. At the end of the procedure, the evaluation commission will indicate the complementary training that the participant has to take, if he/she wishes to continue his/her training to obtain the Vocational Training Degree or the Certificate of Professionalism.

[More info here](#)



EB1.6 - Permanent job sectors and time schedule (Preliminary research findings report, pages 78-81)

TCN Women are often pessimistic about their possibility to find a job that can assure an adequate flexibility for them to work from home, develop their career and permit them to take care of the family. Moreover, according to research findings we are aware of the feminization of some sectors (cleaning, caring, domestic work) and the preclusion of other sectors (STEAM, IT), and it is important to speak about it in order to balance expectations with the reality of the job market but at the same time to increase the willingness of the society to change this situation. In this stage, the stakeholders should work together to leverage on the expectations of the target groups, their need of a secure and stable income provided for example, by a permanent or long-term job instead of the uncertainty given by a seasonal job for low qualified workers.

Mitigation Action	Stakeholders' role
Action 1: Matchmaking services that includes both the women's and the employer's perspective to create long-term opportunities	CSOs create in collaboration with the SE actors, matchmaking services starting from the needs of the TCN women and working with the possible future employee to understand how to better integrate those needs in their working practices, piloting some experiences with those employees with a sensitive approach on integration issues. All this will result, in stage 3, with the provision by the VET provider of a learning offer based on the real needs of the market and of the SE players that will act as employers.

Get inspired!

IKEA together with Menedék launched a 3-years project in Hungary to support beneficiaries of international protection. IKEA offers 32 positions in its stores in Budapest. The initiative aims to help beneficiaries of international protection to gain work experience and new skills so that they have a better chance of finding a job, either in IKEA stores or in other companies. The participants can take part in Hungarian courses and job clubs focusing on the most important Hungarian labor rights, CV writing and preparation for the job interview. After the preparation phase, the participants can learn about IKEA's vacancies and get support with the application process. We also support the successful applicants to integrate into their new workplace and we provide intercultural training courses for IKEA staff. [More info here](#)



EB1.7 - Reception Centres. Post acceptance phase and social inclusion (Preliminary research findings report, pages 82-83)

This is for sure an “untakable” problem, one of those barriers that cannot be solved or mitigated with effective actions of the MOMENTUM project. In fact, according to national and international legislation, asylum seekers and refugees have access, at least for a certain period, to reception centers and to the national integration systems. If from one side the Reception Centres could play a fundamental role enhancing asylum seekers and refugees’ skills from the very beginning, from the other side people feel somehow trapped in a place that catered to their need of survival. In fact in the reception center the part of social and occupational integration is often secondary.

Difficulties in terms of integration increase when the hosting period in the reception centers ends. Indeed, particularly in the most vulnerable cases, recipients may not have achieved an adequate level of autonomy. Specific support services addressed to migrant women are absent or very limited, and failure to support them when they exit the reception center increases the risks of exclusion and poverty. On top of this, very often, all the information on competencies and skills of recipients collected by reception operators during the women’s stay in the centers gets lost.



Stage 2 - Individualised support for young TCN women, promoting skills assessment, development and sustainable employment

The second stage of the framework refers to actions that can be carried out after the successful completion of stage 1, namely the outreach actions to convince and engage TCN women to invest in vocational training and to consider their integration in the labor market

In this second stage we do have our potential trainees and we design individualized support, taking into consideration their skills and focusing on sustainable employment opportunities. In fact, foreseeing a path that meets women's needs is critical to ensuring course attendance and success. It is very complex to balance the various needs of the women as individuals and the needs of the group, not least in view of the fact that these may vary over time. An individualized path involves taking into consideration all aspects of the person: professional, personal, social, and family. This can only happen with a holistic approach, involving different professionals to support the person.

As seen in the first stage, the roles of stakeholders will vary on the basis of the different mitigation actions suggested to overcome the different barriers. In fact, the different stakeholders collaborating through this framework are asked to engage in joint strategic actions.

Although the CSOs and Public Employment Services are the ones expected to influence more the actions in this stage, let's have a first view of the levels of interventions for our key players

1. **CSOs working with migrants and refugees** are expected to offer target support to the TCN Women including personalized skill screening, identification of aspiration and asset, provision of local language courses, support in creating a skills and competences assessment and to draft a professional curriculum highlighting skills and previous experiences with a professional and convincing cut.
2. **Vocational training Providers:** in general, VET providers should be involved in this stage to consider, from the first steps, the specific needs and peculiarities of their trainees and plan for a certain flexibility to overcome logistics obstacles of the trainees.
3. **Public Employment Service:** Public employment services are asked to provide targeted support in terms of suggesting tailor-made vocational training programmes and labor market opportunities with a focus on social economy.



4. **Social Economy and Social Entrepreneurship actors:** in this second stage have a quite limited role. It is important anyway for them to help in the skills and competences assessments, giving suggestions on how specific competences should be highlighted in the CV for the relevant employment sector. Moreover, in this stage SE actors should align with VET providers to collaborate to tailor the VET offer to something really needed by the market.

PERSONAL BARRIERS

PB2.1 Lack of awareness on capacities, skills and competencies (Preliminary research findings report, page 71)

As mentioned in stage 1, the self-recognition of skills and abilities is a key element in shaping a professional path. For this reason, we should overcome this barrier, by highlighting what becomes evident in the research: it is very important that the person is aware of what she is able to do. For this reason skills and competences mapping and assessing and an adequate translation in soft skills that are needed in some professional roles, will be needed in this stage. This analysis will also help TCN to focus on what they really want and can do, without taking into consideration only the urgent need of incomes.

Mitigation Action	Stakeholders' role
Action 1: Skills Assessment (evidence dossier) of formal, non-formal and informal skills. Also soft skills (how to improve your own soft skills)	CSOs - will help the TCN to become aware of their skills and competences, creating an evidence dossier with formal, non formal and informal skills. PEs should provide detailed guidelines of the formal skills and certification needed for some specific roles. VET will advise CSOs on how to translate competences in professionals skills requested by the market. SEa should come into contact with VET to co-plan the offer of VET opportunities in line with the market needs. CSOs can



	facilitate this process.
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Get inspired!

Irecoop Vento is a VET cooperative in Veneto, Italy that facilitate the networking with different entities of the local ecosystem and work with the aim to match the TCN women with the adequate organizations to improve their skills and competences before joining a training. Irecoop Veneto it also promoting the cooperative enterprise culture, spirit through the Cooperative Education initiatives in schools of all levels in order to create the entrepreneurial spirit of children and young people. [More info here](#)

PB2.2. Language and communication skills (Preliminary research findings report, page 62)

Very often, but not at all always, TCNs hold a quite low education level/literacy level. This is for sure one of the main barriers affecting the entrance in the labor market. But it is also important to consider that quite often TCN women do not completely understand the value of language and communication skills for the job market, while communication, including language skills and the capacity to properly approach interlocutors, are perceived as significantly influencing the outcome of the integration pathway in the society.

Mitigation Action	Stakeholders' role
Action 1: raise awareness about the value of learning the local language and acquiring communication skills	CSOs, PEs, VET providers and SE should collaborate and organize activities to disseminate information and raise awareness to their networks
Action 2: Create new assessment tool or reflect on existing ones and assess level of knowledge of local language and of education	PEs provide the tools to assess the skills with CSOs



Action 3: empower people in group activities, especially of low education or illiterate people, to participate in trainings	CSOs and VET providers to organize sessions with the women to discuss and overcome personal barriers and increase motivation and empowerment (this can be done together with action 1)
Action 4: offer language courses	CSOs should organize language courses or language individual support, with tandem lessons and mapping the needs

Get inspired!

The organization Second Tree is implementing a good practice in Ioannina (Greece), to reduce the feeling of isolation that TCN can feel and to build a network of support with the local community. Second tree organizes

- ★ **LANGUAGE CAFES:** Refugees practice their Greek while experiencing local coffee-drinking culture in their new community!
- ★ **FAMILY TWINNING:** Families of migrants and refugees are paired in a twinning scheme, with members of the local community that can become a point of reference to support with practical issues and to facilitate their integration in the new context.

[Learn more here](#)

PB2.3 Needs and expectations (Preliminary research findings report, page 69-71)

In this stage, the analysis of this barrier will focus on tailored individual support provided to the TCNs to better understand the needs and expectations and share this with the VET professionals in order to take them into account in the design of the VET offers. As said in stage 1, it is important to highlight that the needs change over time and that the changing factor should be taken into account when planning actions.

Last, since the majority of the TCN women are willing to find a job in a reasonable amount of time, it would be important to involve the SE actors to provide some introsession on the sector and the opportunities the sector could offer, in order to prepare them for the real professional context.



Mitigation Action	Stakeholders' role
Action 1: Analyzing and providing support for first needs that TCN can have such as, childcare, psychological, healthcare, etc.	CSOs should engage in bilateral talks with the TCNs, proceed to a needs analysis and to practical ways to provide specific help by contacting both CSOs and PEs that can offer help and solutions providing a basic guidance to make TCN women aware of existing work life balance services and tools. PEs should also be involved in the needs' assessment and share the main findings with the players involved in the path of inclusion It is also suggested <ul style="list-style-type: none"> - To create a sort of individual catalog for help providers that TCNs could consult and use, mobilizing volunteers and CSOs in the area they live (e.g. 2 hours babysitting needed to attend the course) - To draft general guidelines for operators that can be used to set the needs analysis.
Action 2: Introduction to the local and national job market	When the needs are addressed, only then you can start talking about the job and training! CSOs VET - sessions dedicated to needs and expectations. SEa - provide info on type of job vacancies / internship they can offer dedicated to TCN after we create a network with them explaining them needs and expectations

Get inspired!

“Learning Academy” is an initiative taken by AAH and AB Vasilopoulos supermarket in Greece. The Learning Academy aims at preventing discrimination and promoting equal opportunities to unemployed women and migrants/refugees in employment by providing training courses on digital skills, hard skills related to the particular working environment and soft skills. After the completion of the training, an two-month paid internship in AB Vasilopoulos supermarket takes place that can lead to a placement.

[More info here](#) (in Greek language translatable with google).

PB2.4 Childcare and work-life balance (Preliminary research findings report, pag 62-64)



While in the first stage this barrier was mainly perceived as an obstacle to convince the TCN to join a training, in this stage it becomes more a logistic barrier. In this sense, the stakeholders here should cooperate to provide solutions to logistic problems that the childcare and family role of the women creates. In order to guarantee a sustainable family work-life balance, we suggest proceeding with the following mitigation actions.

Mitigation Action	Stakeholders' role
<p>Action1: Bilateral meetings with the TCN women to assess the three following things:</p> <ul style="list-style-type: none"> - A. time they can dedicate to a job - B. specific support needed to join a training - C. Skills and knowledge developed through their daily Child and family care activities 	<p>This action should be developed as a follow up intervention of Action 1 under the previous barrier PB2.3. In fact should build on the tools and needs analysis of the previous barriers to organize bilateral meetings and provide guidance and mentorship to TCNs. PEs should promote support measures for point B and, VET should be informed by the CSOs to take into account the needs of the TCN women.</p>

Get inspired!

CEBI - Foundation for Community Development of Alverca in Portugal is a non-profit Private Institution of Social Solidarity, which directs its activity to Children, Youth, Elderly and Families, with particular attention to the most disadvantaged.

The CEBI Foundation has created responses to combat exclusion and poverty, and to create a more supportive and inclusive society, fundamentally in the fields of Education, Social and Health, providing daily support through its wide range of activities. , about three thousand families. It is also a major job creator, with over 400 workers.

Its activity currently covers the following Intervention Areas:

- Social



Social Emergency | Temporary Shelter for at-risk children and families in an Insertion Community;
 Social and Community Intervention | Social and Psychological Support to the Community;
 Support for the Elderly | Home, Day Center and Home Support;
 Single Parent Families

- **Health** | Specialists in Physical Medicine and Rehabilitation, with around 300 daily appointments. [More info here](#)

PB2.5 Psycho-sociological aspects and Motivation (Preliminary research findings report, page 67-69)

This barrier in this stage is mainly linked to the difficulties that TCN could face in sharing their needs and joining groups activities, due to previous trauma, hardships or other social situations that can cause anxiety. The stakeholders should work to decrease the uncertainty linked to the inability of making plans for the future, the lack of self-confidence, knowledge and information, all relevant in shaping women’s integration pathways, opportunities and capacity to face and overcome everyday life challenges

Mitigation Action	Stakeholders’ role
Action1: Provide psychological support to TCN Women	As in barriers PB2.3 and 2.4 the needs assessment should also provide solutions and support to any psychological need faced by the TCN women. CSOs should facilitate the process and, by respecting privacy regulations, should inform the VET providers about the peculiar situation of some of the trainees. Making the stakeholders aware of the psychological needs, will prevent uncomfortable issues during the training period (stage 3)

Get inspired!

Development of LAbour MArket Integration Tools for educators helping migrant women (LaMaIT) is a project implemented in France, Italy, Sweden and Hungary. The general objective of the 3-year (09/2020-08/2023) LaMaIT , that is supported by the Erasmus+ of the EU, is to



contribute to the quality development of the widely and free available, innovative competence development practices in the field of labour market integration of migrant women. The direct target group of this project are educators: people helping migrant women in their integration process on a wide scale. To help them to provide high quality services, we create national databases of services available for migrant women in the partner countries and develop and test a Labour Market Integration Toolkit. [Learn more about the project here](#)

PB2.6 Digitalization (Preliminary research findings report, page 65)

The digital barrier in this stage is mainly linked to two aspects: the learning process and the market's needs. Concerning the first, it is important from one side, to equip the TCN women with basic skills, and from the other side to inform the VET provider to downsize the level of digital skills that the trainees should have to attend and fully understand the process. Concerning the market's needs, it is important to have TCN women aware of the skills needed for certain jobs and plan for improving their digital skills and competences.

Mitigation Action	Stakeholders' role
Action 1: awareness raising on the importance of the digital skills for the labor market and the need for digitalization to integration	CSOs: organize awareness raising activities and info sessions to overcome the lack of trust in systems collecting personal data, that makes the TCN women a bit negative and not confident with the digitalization.
Action 2: Assessment of digital skills (reflect and use the existing one or create a new one) and access to equipment	PEs can provide tools to assess the skills and CSOs can facilitate the process. Moreover the CSOs can also examine the access that TCN women have to equipment and share the info with the VET provider. In fact the situation should be taken into account when planning the learning process.
Action 3: disseminate information on existing trainings of digital skills	PEs and CSOs cooperate to map and disseminate existing training accessible for TCN women and to pair them with volunteers that can support them in the learning.



Get inspired!

Descodifica-te is a portuguese project that enables women in transition, namely mothers and caregivers, who dream of a better future, to start a transformative and promising career in the digital economy, with the possibility of achieving a better and more balanced life.

This is a training path that aims to contribute to a diverse, inclusive and competitive digital economy, which opens up opportunities for every woman to develop her potential and so that, in this way, we can together transform the future of the job market in Portugal. [More info here](#)

EXTERNAL BARRIERS

EB2.1 - Permanent job sectors and time schedule (Preliminary research findings report, pages 78-81)

In this stage this barrier requires an approach that will clarify the job market scenario to TCN women. It is important to prepare them for the fact that the majority of the TCN women, both skilled or underskilled, are more likely hired in manual and non-skilled jobs and sometimes for the seasonal summer needs. Moreover, the segmentation of the labor market excludes migrant women from given sectors, such as STEAM and IT areas. This trend affects all women regardless of their nationality. High and medium qualified positions in the STEM and IT area are not the only jobs that are affected by stereotypes. Alongside sectors that are inaccessible to women, migrants and refugees, there are other sectors that are commonly identified as the “natural” setting for migrant/asylum seekers or refugees. These include cleaning, domestic work and care: sectors that are seen as very “feminine” in a more general sense and suitable for migrant women. As emerged, the prevailing trend sees employers contact Employment Centres asking for women for notably stereotyped open positions. The feminization of some sectors is often supported by migrant men, as they are keen to accept that their wives work in places where they “meet women, work with women”. An additional problem is the



difficulty for many women to meet the requests of the labor market in terms of working hours, schedule and frequency of work. First of all, it is noticeable the lack, in all sectors, of a sufficient level of flexibility in the organization of the working hours and the limited availability of part-time jobs. Very often, it is impossible for women that have children or family duties to satisfy the requirements of the employers. In some instances, this is strictly linked with the typology of service provided (e.g.. tourism, restaurants). In others, it is linked with the organization of the company and the tendency to have fixed working hours.

Mitigation Action	Stakeholders' role
Action 1: provide job counseling to assess the aspirations and raise awareness of the obstacles to increase level of readiness	PEs and CSOs should design and provide the counseling and design a realistic strategy and make connection with collective activists and organizations striving to overcome structural/gender based/intersectionally based barriers
Action 2: train the trainers/job counselors on gender sensitive approaches	CSOs will deliver trainings including also intercultural education aspects, while PEs and VET providers are involved mainly as trainees
Action 3: Raise awareness of social economy enterprises of the need for flexible time schedule for TCN women	CSOs, in collaboration with PEs, Labour Unions and Women unions will organize raising awareness spaces and workshop for Social Economy actions to discuss the needs for flexibility but also to highlight the advantages for the enterprises as well as of the rights of women, proper code of conduct with women

EB2.2. Inadequate Services (Preliminary research findings report, pages 81-82)

The research has shown that each territory has its own given characteristics and offers or lacks certain services (transportation, public housing, centers for employment, health - social and care assistance). Gaps in this sense have a negative impact upon everyone, native population included. Nevertheless, for migrant women, the gaps in service provision can have more severe consequences, as they are intertwined with personal barriers. Among these, for this stage, we mention:



- lack of services in rural areas due to fewer resources and funds compared to big cities and low access to projects and networks indicate the low ability of women to access information (also due to the impossibility to move easily to other territories/city);
- lack of collaboration between services or offices, in charge of different aspects of the person's life. There are several examples on how this barrier is reinforced by rules and laws that strictly define responsibilities and rights for foreigners.
- lack of houses at affordable prices that are not just temporary solutions forces women to allocate a high share of their income to pay rent. This situation generates some concerns that prevent TCN women from focusing on their personal growth; moreover, the difficulty in finding housing in certain places does not allow women to apply for given job positions. This issue also impacts attendance at training given the impossibility to enroll or ensure continuity. In some cases, an additional problem is related to the involvement of recipients in public housing programs. In most cases, this situation does not allow women to leave the apartment and move to a different place for a pre-defined timeframe (e.g. summer season). This rule has very severe consequences in countries where seasonal jobs are available (tourism, agriculture);

Mitigation Action	Stakeholders' role
Action 1: Plan a flexible learning and assessment approach	CSOs should align with the VET provider to plan for a flexible learning approach taking into account not only the personal barriers but also the inadequate services. For example, introducing different ways for learning and assessing, e.g. taking into account the possibility to prepare some theoretical part of the exam without attending to meet logistic needs that are not supported by the offered service.
Action 2: Run advocacy and policy actions to demand an improvement of the services	CSOs should collaborate with SE actors to deliver effective advocacy actions to overcome the main obstacles deriving from inadequate services, and to demand an impactful improvement of those services. PEs can play a role of allies in this process, by activating the proper public departments to address specific services.



The OECD has developed in 2018 *Working Together for Local Integration of Migrants and Refugees*, a report that describes what it takes to formulate a place-based approach to integration through concerted efforts across levels of government as well as between state and non-state actors. It draws on both quantitative evidence, from a statistical database, and qualitative evidence from a survey of 72 cities. These include nine large European cities (Amsterdam, Athens, Barcelona, Berlin, Glasgow, Gothenburg, Paris, Rome and Vienna) and one small city in Germany (Altena), which are the subject of in-depth case studies. The report also presents a 12-point checklist, a tool that any city or region – in Europe, the OECD or beyond – can use to work across levels of government and with other local actors in their efforts to promote more effective integration of migrants.

[More info and download here](#)

EB2.3. Project-based intervention and lack of long-term integration policies (Preliminary research findings report, page 83)

The research shows that most respondents mentioned the absence of continuous and stable integration policies and interventions in the partner countries. Interventions always appear to be based on projects of limited duration and lack of a long term strategic view, producing a limited impact on the issue. Although policies that have been active for many years are being renewed from time to time, a high level of uncertainty hinders the work. In this stage stakeholders should work towards a long term joint strategic approach that will gradually but effectively impact on the life and integration process of TCN women in the 5 project’s countries. In this way we will avoid that the key actors design interventions that are always the same in time, with no innovation and that keep at providing basic knowledge without supporting their further personal and professional development.

Mitigation Action	Stakeholders’ role
Action 1: Design more structured and advanced training programs that are more connected with local labor market needs.	In order to implement this action, the stakeholders should create a stable alliance (and such a framework helps in that direction). CSOs should facilitate the process and VET should align with the SE actor to define a training program that has these two main characteristics:



	<ul style="list-style-type: none"> - It responds to the job market needs - It responds to the skills, competences and aspiration of the TCN women - It allows a gradual and long term investment on the TCN womens, offering from basic to more advanced learning offers. <p>PEs should offer guidance and support for the recognition and validation of the laboral expertise</p>
<p>Action 2: Improve the use of the skills validation systems tools or create new one</p>	<p>PEs should validate laboral expertise also providing information and guidance to the TCNs registered as unemployed on the validation system and existing pathways of skills validation. VET can provide their expertise to create this validation path for some professionals or boost the process CSO could train CSO S' operators to promote knowledge of the existence of this type skills validation systems tools and should facilitate the participation of TCN Women in this process</p>

Get inspired!

The Project MASP, led by the Municipality of Milan (with partners from Belgium and Norway) and submitted under EASI program, aims to change the perspective of balance between work and private life moving towards a work-life synergy concept, to encourage a more equal share of care responsibilities between women and men and to stimulate higher women participation in the labor market. Implemented between 2018 - 2021, project activities included: research and analysis of best practices of work-life balance strategies; sharing of best practices through workshops and study visits; training activities for employers, management consultants and staff of public employment services; dissemination and communication activities; social impact and policy evaluation. Find more info [here \(in Italian\)](#) and [here \(in English\)](#)

EB2.4 - Recognition of diplomas and qualifications and mismatch of preparation for high education and qualified job positions (Preliminary research findings report, pages 74-75)

Qualified migrants struggle to find jobs that match their previous qualifications and find it very difficult to enter the qualified labor market. This situation distances the person from job offers that coincide with knowledge, personal investment and professional life projects.

One reason for this is the lack of recognition of diplomas and certificates. Several causes prevent recognition of qualifications such as

- The absence of formal procedures in the home country;



- The complexity of the process, defined as “excessive, tedious and time-consuming bureaucracy”
- The difficulty to find information on how to do it and, finally, the demanding, often costly, and very long process.

According to the research, several women decided not to apply for recognition because it is not clear, once the certification has been recognized, if it will be valid in European states other than the hosting country. When the person is not sure whether she will stay in the country, the investment may be far too high. Moreover, the situation can be even worse for refugees as they can lack the documents and certificates that they could not manage to bring along when they left due to severe risks. The topic of qualifications and higher education have been approached also from a different point of view by some experts working in the higher educational system. According to their experience, it is important to be aware that certificates and qualifications obtained in foreign countries are often not really comparable to the national ones: the level, in terms of knowledge and skills, is lower, especially in university. This does not mean that the student cannot attend classes, but they will often have gaps and need additional support, such as qualified staff to support foreigners, intensive remedial courses, and the possibility of lengthening the academic course without the need to pay additional fees. However, institutions rarely can provide support due to a shortage of resources

Mitigation Action	Stakeholders' role
Action 1: Organization of trial days / supported internship to try the person hands-on tasks, for low profile jobs.	CSOs can provide references for the TCN and connect them with the SE actors that should be available to offer trial days opportunities to try the person. PEs can provide information (types of jobs, country, analysis of the job market available in the local contexts) while the VET provider should assess the formal, non formal and informal skills to provide a sort of validation of the skills.
Action 2: Design educational path for TCN women willing to catch high-profile jobs (engineers, doctors, lawyers...).	CSOs should work with local Universities to design a tailored educational path for planning the studies that will bring TCN women to succeed with a diploma - degree within the formal educational system. This is the action suggested for those TCN women with the aspiration to become highly qualified professionals.
Action 3: Organize info sessions for TCN women to provide information on the recognition processes and on the requested titles and certificates for the different job opportunities.	CSOs should organize the info-session with the support of the PEs that can guarantee the validity of information given and become a provider of this information (they know the legislation, the job market and the requirements asked by employers). SE actors should provide clear requirements to their job vacancies in terms of certification. Last but not least, it would be useful to provide examples of sectors of the market that do not require formal recognition of diplomas and qualifications



Action 4: Develop and advocate for policy recommendations to adopt certification systems existing in other countries	VET and PEs, coordinated by CSOs should draft policy recommendations for the establishment of a certification system inspired by good examples in other countries, and ideally common among EU member states.
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Get inspired!

It is a project of the Austrian Federal Economic Chamber that through a platform provides detailed information to companies wishing to hire refugees, including processes and info for the recognition of skills, diploma and other certificates. [More info here](#)

Stage 3 - Provision of targeted vocational training programmes

In the first stage we worked to outreach and convince the TCNs, and in the second stage we worked to design individualized support, taking into consideration their skills, expectations and needs for designing a sustainable employment path, while in this third stage the different stakeholders worked together to design and implement targeted vocational training programmes.

More specifically, in this stage the stakeholders should harvest on the information and inputs collected in the first stage to unlock the potential of the VET offers, become more efficient in offering training taking into account the TCN women peculiarities and needs and more effective to fit into the job market needs. In details the different actors will

1. **CSOs working with migrants and refugees** are the ones providing inputs to training providers regarding the skills, needs and the structural barriers they face in accessing training opportunities.
2. **Vocational training Providers:** in general, are the ones that will develop tailor-made training programmes on SE for TCN women paying attention to their personal learning and logistic specificities..



3. **Public Employment Service:** are the ones providing inputs about the labor market needs and regulations
4. **Social Economy and Social Entrepreneurship actors:** are the ones that, collaborating with the VET providers, will help to translate market skills needs into learning outcomes, real-life case studies to shape targeted vocational training programs.

PERSONAL BARRIERS

PB3.1 Childcare and work-life balance (Preliminary research findings report, pag 62-64)

In this stage, it becomes logistically crucial to support the TCN women to find a balance between taking care of the children and work. All the preparation work done in Stages 1 and 2 should prevent the emerging of huge difficulties that cannot be managed with the support measures taken previously e.g. support them to enroll their children to nursery schools, or find the best time for organizing homework study (when needed) Moreover, in this stage, the VET offers have been shaped taking into consideration the different needs and the diverse stakeholders can set in place the following actions to improve the situation.

Mitigation Action	Stakeholders' role
Action1: Co-Definition of the training agenda and program through collaboration between CSOs with the VET providers	The TCN individual needs have been mapped in the previous stage and now is the moment that CSOs and TCN will plan for a training agenda and contents that takes them into account. From the work life balance needs that would not allow them a full time course, to the level of digital literacy for the tools to be used, from the language barriers to the psychological traumas, all these will set the base to develop a tailored effective VET offer. PEs and SE actors can be involved to provide inputs on the final defined offer.
Action 2: Definition of a series of support measures offered in collaboration with VET to assist the TCN in overcoming this barriers	With the support of CSOs, volunteers and PEs and VET providers can put in place a series of support measures such as a room in the same venue of the training with a babysitting facility offered by an educator from CSOs ecc). CSOs and VET can also work together to raise funds from private sectors or from programs to finance these measures.



Get inspired!

Union of women is an association in Hungary that works with all women, including TCN ones, to support them in their personal and professional development, providing solution to work life obstacles and providing tailored guidance thanks to an available pool of mentors. [Find more info here](#)

PB3.2 Digitalization (Preliminary research findings report, page 65)

As mentioned before, the research shows that digitalization has become particularly relevant since the beginning of the Covid-19 pandemic; it affects both access to the labor market (as it is a skill requested from employers) and access to training and services, because part of the process is very often held online or implemented with the use of digital tools (e.g. registration, access). So the training offers may not be accessible because of lack of information about it, lack of equipment or lack of access. For this reason the individual mapped skills (stage 2) and the possible mitigation measures already taken in previous stages, can help to prevent consistent problems in this stage.

Mitigation Action	Stakeholders' role
Action 1: Adapt trainings (not digital ones) on the level of digital skills of TCN women, based on already assessed women's digital skills and their access to equipment	VET providers should analyse the outcomes of the assessment previously implemented to propose an offer with a level of digitalization in line with the knowledge and confidence of the trainees. They can involve educational experts in the co-designing phase. Moreover, VET providers should produce - with the support of the CSOs - some practical factsheets on how to use those tools that the TCN women will use, ideally also translated in their language. The digital tools needed for each lessons should be introduced either in the very beginning, with a dedicated workshop on the foreseen digital tools, or at



	least some days before each lesson, to give proper time to prepare the ground
Action 2: Design digital skills training based on the assessed needs and abilities	PEs, CSOs and VET providers collaborate to design digital tailor made training courses for women, taking into account the needs of the market. These trainings can be offered in parallel with other sectoral VET proposals.
Action 3: implement the trainings	CSOs organize the digital prep- training courses that VET providers should offer. In this SE can also be involved when the trainees are selected for a job opportunity, by offering extra capacity building time and resources to up-skill the TCN women.

Get inspired!

"ReDI School of Digital Integration is a non-profit coding school for locals and newcomers without access to digital education, with several locations in Germany, Denmark and Sweden. The school's name comes from "readiness" and "digital integration." The tech school was born out of an idea that every human being has the right (and should have the access to) live up to their full potential. Simultaneously, the school tackles stereotypes about newcomers to Europe, helping them build, transfer, and expand their qualifications and skills in the digital economy and support them in finding work across EU start-ups and tech companies.

[Find more info here](#)

PB3.3 Needs and expectations (Preliminary research findings report, page 69-71)

In this stage, focusing on designing and implementing Vocational Training opportunities, the providers have already access to a series of mapped needs, skills and expectations of the target group. Apart from taking these info into account to design the VET offer, it is important to take the proper time to facilitate this discussion also in group when implementing the training to highlight the potential of the training both as a job finding tool and for societal inclusion too. Last but not least, it plays a fundamental role when explaining the agenda and the offer in the beginning, to



explain all the measures that have been taken to meet the TCN women needs, showing interest and consideration in valuing their time, a part their readiness and willingness to engage in the training.

Mitigation Action	Stakeholders' role
Action 1: Structuring schedules according to their needs, trying to meet their needs, plan on time so they can organize and then adjust their own schedule.	When possible, give more than one option they can choose from.
Action 2: Train the trainers.	The trainers have to lead the group, otherwise it doesn't work and it can cause serious damages. It is important that VET providers proceed with the selection of the most suitable trainers and, involving CSOs, they will have in-depth briefing in order to prepare them and let them know they don't have to take some things for granted. It is suggested to hire some already integrated TCN as trainers, if possible. This will also work as a role model and if it's not possible for the whole training, they can be involved for some specific sessions. We should train the trainer also for the use of an inclusive language not taking them for granted. So VET should pay a lot of attention to who goes inside the classroom.
Action 3: Proper preparation processes.	It is important that VET providers will dedicate time to have bilateral interviews with the pre-selected trainees by taking good interviews BEFORE forming the classrooms. This will give a bigger picture and will help for the direct interaction in the course.



Caritas Hellas in collaboration with the Vocational Training Institute organized a training course for 66 migrants and refugees for tailoring and hairdressers, a training that has been planned for and with the TCN based on the needs of the Greek Market. [Find more info here](#) (in Greek)

PB3.4 Lack of awareness on capacities, skills and competencies (Preliminary research findings report, page 71)

In this stage this barrier is mainly linked to keeping the motivation and engagement of the TCN high for all the length of the training course. This can be achieved by designing a training that, together with professional skills, also enhance the soft skills, unlocking TCN women potential and motivation. The research shows that the “force of the group” can play a crucial role regarding motivation, and thus collaboration and mutual support should be supported.

Mitigation Action	Stakeholders’ role
Action 1: Incorporate the development of soft and language skills through the training activities focusing on hard skills (e.g. digital)	CSOs and VET will work together to boost confidence in TCN women capacities and skills. For example, an individual mentoring/coaching scheme can be adopted, and it could last at least 4 months longer than the VET program, in order to take into account also the changes that can happen in the life of the TCN women after the training. Moreover the VET offer should adopt also experiential methodologies and activities, enabling engagement and personal development.
Action 2: Create opportunities for groups-dynamics and organize activities for the development of a supportive environment	VET and trainers should keep in mind the importance of the group at this level and the force it has to support the woman in case of lack of motivation, fears, difficulties. From the very beginning it is very important to help to develop a non - judging, supportive and positive atmosphere, and encourage exchange and growth during the whole process.

Get inspired!



MiraDoor community in Hungary offers mentors for newcomers - In the mentoring program the volunteer mentors meet weekly with their mentees and work together for the commonly defined goals, such as practicing Hungarian, discovering the city, managing everyday issues or simply answering questions that are coming about living here. So we can see them 'working' together by walking, discussing, studying or playing board games. The aim is that refugees and immigrants living in Hungary find their place and become successful members of our society.

[More info here](#)

PB3.5 Motivation (Preliminary research findings report, page 68-69)

Motivation is a major determinant of both training attendance and entry into the workforce. In the case of migrant women, the personal history and motivations for leaving the country play a key role, influencing training attendance and work integration significantly. Women do not always choose to migrate and often do not choose the country in which to settle down either. This might create a sense of instability. Moreover, the whole asylum application procedure, which is often characterized by delays and blocks, makes integration into the new society difficult and adds additional sources of concern. Once the woman and her family obtain the "status" she/they might decide to leave (or can be forced to do it), especially when they settled in countries with high unemployment rates. When women are aware of this possibility in advance, they may be less keen to start a long-term training or may lack the motivation to start any kind of integration process. The process becomes even more complicated when an asylum application is rejected: in this case, the whole situation may generate a sense of insecurity and feed mistrust towards the hosting country institutions and society, as well as nourish a sense of injustice and reticence. Last but not least a large group of beneficiaries have immediate needs for finding a job quickly: need a fixed income, be independent, have a contract for housing ecc. The present is more important than the future. Lack of motivation implies in some cases that the woman gets stuck due to her incapacity to figure out objectives and desires she might have, but this component has already been approached in Stages 1 and 2. Here, in Stage 3, stakeholders should work to adopt an intersectional perspective to address the issues previously identified. As mentioned before, the group can play a crucial role even at this stage and the same actions about the development of the group should be integrated.

Mitigation Action	Stakeholders' role
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<p>Action1: Create a multidisciplinary team of professionals (such as psychologist, sociologists, educator) to give input on the different needs in the designing and implementation of the training.</p>	<p>CSOs play the leading role in this providing the basis and will support with the logistic organization of the team, while VET providers should be open to include the feedback and adapt the offer</p>
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EXTERNAL BARRIERS

EB3.1. Project- based intervention and lack of long-term integration policies (Preliminary research findings report, page 83)

Most respondents in the research mentioned the absence of continuous and stable integration policies and interventions in the partner countries. Interventions always appear to be based on projects of limited duration and lack of a long term strategic view, producing a limited impact on the issue. Although policies that have been active for many years are being renewed from time to time, a high level of uncertainty hinders the work. In this stage VET should work in direct collaboration with CSOs and SE actors to develop vocational training offers that invests on a long term basis on the trainees, developing a growth path for the TCN women in order to meet their needs and expectations for their integration into the job market. Co-thinking and co-design are important, such as providing reports and evaluation for future improvement of the training opportunities.

Mitigation Action	Stakeholders' role
<p>Action 1: Provide validation, evaluation and report of the training to proof the necessity to invest in long term policies</p>	<p>VET providers should try to produce material (reports, evaluation) on the impact for the society and for the individuals of their activities to support the development of long term policy and to underline the necessity of design on a long term.</p>



Action 2: co-designi and co-thinking	VETs, CSOs, SE, PEs should get involved in coordinated activity of co-thinking and co-designing of the long term process of integration. United, they can also have more power in asking for policy changes.
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Get inspired!

The Projects Labour-int and Labour-int 2 have been funded by the European Union’s Asylum, Migration and Integration Fund

- Promote employment as a key part of the integration process of asylum seekers and refugees in society.
- Support multi-layered and multi-stakeholder integration paths for recently arrived migrants across the EU, from arrival up to the workplace, through skills assessment and profiling training and job placement.
- Enhance the “LABOUR-INT approach”, based on the cooperation, dialogue and commitment of economic and social partners as key labor market actors, and to build or foster a fruitful collaboration with other relevant stakeholders both in the public, private and not-for-profit sector.
- Raise awareness and possible sign a multi-stakeholder alliance inspired by the European Partnership for Integration signed by the European Commission and the Economic and Social Partners on 20 December 2017, at the local/regional/national level

[Find more info here](#)

EB3.2 - Permanent job sectors and time schedule (Preliminary research findings report, pages 78-81)

In this stage this barrier is linked with the mitigation actions that the stakeholders should set in place to overcome the segmentation of the labor market that offers only opportunities for unskilled people, in specific sectors that are feminized and excluding migrant women from given sectors, such as STEAM and IT areas. To overcome this barrier, the actors should work together to offer Vocational Training opportunities that respond to the needs of the market and that has a long term approach in order to guarantee a gradual and continuous capacity building process that will enrich the professional competences of the TCN women.

Mitigation Action	Stakeholders’ role
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<p>Action 1: the first step could be to inform women, who following an in-depth skill assessment turn out to have propensity and skills in the STEAM/IT area, on the most researched professions in the territory and recruitment prospects. Here it is also useful to evaluate the involvement of family members(in your opinion can be useful to reduce the risk of early dropout ?). Then involve the most interested and motivated women in specific training courses.</p>	<p>The first step could be to inform women, who following an in-depth skill assessment turn out to have propensity and skills in the STEAM/IT area, on the most researched professions in the territory and recruitment prospects. Here it is also useful to evaluate the involvement of family members and if this can help to reduce the risk of early dropout. Then involve the most interested and motivated women in specific training courses. CSOs should promote the participation of TCN women to this type of path, also considering the possible involvement of family members. PEs should provide input about the local labor market needs and VET providers should design individualized trainings and preliminary informative moments, and group guidance</p>
<p>Action 2: Roundtables with PES, VET, SE and job agency operators on gender stereotypes to facilitate the access of TCN women in sectors that are male dominated.</p>	<p>CSOs should organize in collaboration with PEs, roundtables that will involve players who deal with work placement in order to overcome the gender stereotypes that even unconsciously put in place, promoting a change of approach both in the management of recruitment and promoting a change in the job market culture.</p>

EB3.3. Perceptions and prejudices of the employers, of the society of origin and the society of arrival towards migrants and women (Preliminary research findings report, pages 76-78)

In order to overcome the barrier of prejudice and preconceptions that employers have in hiring foreigners, in this stage we should design a VET offers that is in line with other activities such a raising awareness campaign for the employers sectors that brings SE actors to share their positive attitude and experiences, in order to overcome a general reluctant approach to the employment of TCN women. Let's see more concretely what can be done.

Mitigation Action	Stakeholders' role
<p>Action 1: Raise awareness or capacity building activities on the rights of women, the various forms of discrimination and racism and ways of</p>	<p>CSOs together with PEs can organize and implement informative or capacity building activities to empower the trainees and train the diverse stakeholders involved in the process.</p>



dealing with such behaviour, e.g. reporting	
Action 2: Raise awareness of employers, particularly SE enterprises on the rights of women, what prejudice is, working with people from different cultural and ethnic backgrounds	In collaboration with SE actors, CSOs can organize these raising awareness activities that can be implemented and facilitated in collaboration with VET providers

Stage 4 - Promotion to employment with a focus on Social Economy

This fourth stage is the one in which we should harvest and capitalize on all the learnings and processes that took place in the previous three stages to find job opportunities for the TCN women trained in Stage 3. In MOMENTUM we focus on Social Economy and Social Entrepreneurship actors, due to the fact that thanks to their social focus, they should in principle have a higher sensibility for inclusivity and integration processes. It goes without saying that the same logic can be applied to the mainstream company, acting outside of the Social Economy sector.

Ideally the possible employers have been already engaged in the previous stages and become a fundamental and interconnected player also for matching the needs of the market, to the VET offer and to the specific needs of the trainees.

Let's see in detail what the four categories of stakeholders should do to promote employment in this Stage.

1. **CSOs working with migrants and refugees** are the ones raising awareness of SE enterprises about the benefit of having TCN women in their workforce, on the cultural barriers and on the need for personalized support and mentoring to facilitate the integration of migrant and refugee women in their working environment.
2. **Vocational training Providers:** are the ones providing effective tools (professional cvs, tips for interviews)



3. **Public Employment Service:** are the ones matching young migrant and refugee women with employers with SE initiatives with suitable job openings.
4. **Social Economy and Social Entrepreneurship actors:** are the ones that should open their doors to inclusion and integration, by hiring trained women from third countries and giving them an opportunity. Are the ones that should facilitate integration processes within the company and provide tailored support to the TCN women eventually hired.

PERSONAL BARRIERS

PB4.1. Lack of familiarity with labor market integration in the new context (Preliminary research findings report, page 65-67)

In this stage this barrier can be tackled mainly by bringing a shared clarity on the culture of the work in the new context and, in case of positive hiring procedure, in the new workplace. In fact, the research has shown that the European labor market requires that women make a significant effort to understand its configuration and conditions of work. In particular, it is important that migrant women recognize the differences existing between the labor market in the country of origin and that of arrival. Key differences concern laws and rules, the sectors of activity, the quality and productivity standards, the number of working hours. Women may also have a different “culture of labor” (punctuality, absences), which may require mediation between their personal and cultural mindset and the culture of the country of arrival.



Putting in place a series of actions to support TCN women, will result in a decrease of the risks of fraud and exploitation of their rights as employees and women.

Mitigation Action	Stakeholders' role
Action 1: Mentoring by locals or other TCN women living and working in the country.	CSOs should engage mentors among local volunteers and long term established migrants, as well as TCN women that can provide an ad hoc support. Mentors can be engaged among VET' providers personnels and experts and other employees of the SE hiring the TCN women. Last, PEs should be active in providing funds and long term migrants. SE actors will provide mentors
Action 2: Raise awareness of employers and social economy enterprises on the cultural differences and the existing preconceptions about TCN women	CSOs can organize and implement info days targeting employers in collaboration with the PEs that brings a tone of institutional support, through workshops focusing on the benefits they may have if they employ TCN women. VET providers can support providing facilitators and venues for the workshops, while SHE should simply join the activities as participants.
Action 3: Intercultural activity for both TCN women and employers and social economy enterprises to exchange information about the different cultures and job fairs	CSOs can organize intercultural activities and outreach the targets (TCN women, stakeholders) to recruit them as participants. PEs can help with the dissemination of the action / organize job fairs. VET providers identify skills needed through observation and SE actors can organize job fairs

Get inspired!

CISE has developed during 2022 a training program in Santander aimed at migrant women with a special focus on the social economy in order to raise awareness of the values and benefits of these companies and raise it as a possible future job for migrant women. We are also developing the third edition of a training program in entrepreneurship and social economy for women and young people in El Salvador to promote a life free of violence. [More info here](#) (in Spanish)



PB4.2. Conflicts between diverse needs (Preliminary research findings report, page 70-71)

Needs and expectations contribute to shaping women’s experiences in the new life context and can influence their attitude towards the labor market. Needs and expectations vary according to women’s personal cultural, social and economic backgrounds as well as according to their legal status in the destination country. However, women’s needs and expectations are often difficult to detect, also due to a widespread lack of awareness on the part of the women themselves, who often ignore their skills and abilities, as well as their ambitions.

In this stage it is important to consider that, when accessing a new job context, we can differentiate two groups of women, the ones that have had a job before in their origin countries and knows about her skills and her needs, and those that have been mainly taking care of family and kids and now have the need of earn money and doesn't know what they are capable to do and offer to the labor market. But even those that have had a job, they usually feel like they are useless in a new labor context.

The collaboration among stakeholders, can bring conflicts between diverse needs are more likely to arise: o in jobs where relational aspects predominate, such as the personal/social service sector, where women tend to be predominantly employed (e.g. domestic work, elderly and child care) since personal contact often “shows” intimate and cultural aspects more;

- where it is necessary to cook (restaurant, but also housekeeping) and, for example, to touch meat, which should be avoided according to some faiths;
- in cleaning, where one has to follow certain customs and standards of the hosting society, which are not necessarily shared in other countries.
-

Mitigation Action	Stakeholders’ role
Action 1: Work with diverse expert professionals (operators, coaches, psychologist, social workers...) to try to "touch" all the aspects of the process	In order to prevent these barriers the stakeholders should organize working sessions with diverse expert professionals such as psychologists, social workers, coaches (that could be involved by CSOs) and operators experts in the labor market (involved by the PEs) . VET providers can facilitate the process and act as coordinators of the action.



Action 2: SEs will cooperate with the TCNs to frame a flexible working setting	SE actors should try to schedule the job shifts, vacancies according to the timing and needs of TCN (families needs and other complexities, without affecting the non migrant workforce), providing some flexibility, in order to get a win-win result.
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Get inspired!

The “European Refugees Integration Action Scheme”- ERIAS is a EU Amif funded project aiming at proposing a new methodology for the integration of TCNs in the labor market based on the principles of comprehensiveness and multi-stakeholder approach. Among the publications and products of the project we find an “Integration check list for employers” that you can find [here](#) while you can find [more information about the ERIA program here](#)

EXTERNAL BARRIERS

EB4.1. Perceptions and prejudices of the employers, of the society of origin and the society of arrival towards migrants and women (Preliminary research findings report, pages 76-78)

Foreign women are potential victims of prejudice for multiple aspects of their identity, intersectionally. Two main areas emerged from the research: gender and origin. Moreover, those prejudices can be experienced in the relationship with the employer, with the society in its complexity and with the family and society of origin. Several interviewees who normally interact with employers, such as staff of employment centers and trainers,



report employers' prejudices and preconceptions in hiring foreigners. For a migrant, the "first step", the initial connection, is always the more difficult. There is the need to raise awareness among employers and some will be reluctant. The SE actors, being in the field of social impact economy are the ideal private sector representatives to start working with. In fact, since prejudices of colleagues and chiefs of staff can deeply affect the well-being and the success of the integration process, also in the case of internships. The work environment is important: if the employer or the colleagues do not welcome or discriminate against the woman, she can easily quit. This is a structural discrimination, based on race, gender, religion which lead to lack of access to the labour market, lack of trust, channeling to specific job- All the above keep on reproducing the stereotypes with a very negative impact for integration process in general.

Mitigation Action	Stakeholders' role
Action 1: awareness raising campaign on possible discrimination and exploitation and the impact on victims	CSOs should organize and lead a raising awareness campaign with the support of PEs and VET providers that should help in the dissemination of the messages of the campaign targeting SE actors that should become aware of the campaign and the core messages
Action 2: training of employers using experiential methods to enable reflection on personal prejudices and achieve understanding of the TCN women	CSOs and VET providers should cooperate to design and carry out the training to the SE actors outreached also with the support of the PEs. Moreover it is important to inform TCNs women about the training in order to showcase the employers willing to change the dominant mindset in the labor market about employing foreigners, creating more inclusive and flexible workplaces. It would be useful CSOs to map and show good practices of existing training and organize eventually more tailored ones PE should add training programs to their agenda on how to better act when you hire a migrant woman, understanding, supportive, sensitive, create action plans and make it compulsory for employers to follow some guidelines, be more open, add incentive for companies that are more open to hire migrant women because they need employment, if a company wants to make social impact. VET should add training programs to their portfolio, agenda on how to better act when you hire a migrant woman, understanding, supportive, sensitive Last, SE actors should act as a role model and focus more on migrant women needs consider the needs of migrant women, to be more flexible, accountable, share awareness of the positive aspects that diversity brings to the company and at social, economic and country level as a whole
Action 3: create a network of stakeholders and	CSOs should facilitate the process of the creation of this network that ideally should be fully owned, once in place, by the SE



actors involved in the labour market promoting actively equality and fighting discrimination - include a monitoring and reporting tool	actors. CSOs, PEs and VET provider should engage as participants
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Get inspired!

Ariadne I & II projects aimed at producing behavioral change of police officers managing incidents of gender-based violence in Greece. This change was produced through an intervention at cognitive level regarding perceptions of gender-based violence which in turn enabled a change at behavioral level. To this end, a multi-sectoral reporting procedure was designed enabling reporting of gender-based violent incidents and combating the “culture of non-reporting”. [Find more info here](#)

EB4.2. Inadequate Services (Preliminary research findings report, pages 81-82)

The research has shown that each territory has its own given characteristics and offers or lacks certain services (transportation, public housing, centers for employment, health - social and care assistance). Gaps in this sense have a negative impact upon everyone, native population included. Nevertheless, for migrant women, the gaps in service provision can have more severe consequences, as they are intertwined with personal barriers.

Among these, for this stage, we mention

- Lack of skilled staff dealing with labor market integration of migrant women, resulting in the inability to mediate with the employer when needed.



- Lack of transportation, resulting in the need to find a job in a narrow radius for women, as the vast majority do not have a driver's license;
- Lack of staff of social services trained on interculturality, leading to difficulties in the relationship of help.

Mitigation Action	Stakeholders' role
Action 1: needs assessment in specific areas and stakeholders mapping for future advocacy interventions (e.g. housing, services, increase collaboration etc.)	CSOs should lead on a needs assessment and mapping activity In collaboration with PEs, VET providers and SEs they should create a platform for stakeholders to communicate and cooperate. PEs should support the needs assessment but will have the main role in providing information and participate in forming and promoting policy recommendations at state level. VET providers should adjust their training content in accordance to the identified needs and SE actors should provide information and become aware of the results of the activity.
Action 2: raise awareness of the identified needs	After the previous actions, all involved parties should make an effort to properly disseminate the results of the needs assessment so that VET providers can adjust their offers and SE actors can provide employment plans, taking into account for example lack of services and other needs, for a more flexible working framework.
Action 3: training of staff working with TCN women	SE actors should train their staff in working with TCN women in an inclusive way. CSOs can help in the organization of those trainings and provide necessary input based on the needs assessment together with VETs that can participate in the design of the training material and carry out the training. Last, PEs can input the training material/train their staff.
Action 4: Create a space for discussion and co-planning an integrated approach with all the relevant stakeholders to improve services	CSOs in collaboration with Local Authorities can organize a series of roundtables and workshops to co-design an innovative integrated way to improve services. This answer should tackle three different levels: <ol style="list-style-type: none"> 1. The lack of information, working on a raising awareness level 2. The education to integration and inclusiveness of local communities 3. The poor logistics and functioning of some services.

Get inspired!

In September 2024 UNHCR Gr and ActionAid Hellas implemented in Thessaloniki the event Career4All, a one-day event aiming at networking



migrant and refugee populations with the job market. [More info here](#) (in Greek but easily translate via google)

EB4.3 Project- based intervention and lack of long-term integration policies (Preliminary research findings report, page 83)

The research shows that most respondents mentioned the absence of continuous and stable integration policies and interventions in the partner countries. Interventions always appear to be based on projects of limited duration and lack of a long term strategic view, producing a limited impact on the issue. Although policies that have been active for many years are being renewed from time to time, a high level of uncertainty hinders the work. In this stage SE Actors should think of a structured collaboration with the VET providers to offer new training and capacity building opportunities to their TCN Women employed, in order to guarantee a possibility of move forward in their career path, with the support of CSOs that can facilitate this process

Mitigation Action	Stakeholders' role
Action 1: Have guidelines with good practices for a better inclusion in the job market	CSOs map good practices of guidelines and lead the process of co-writing the guidelines with all the other stakeholders that should also engage for the distribution and the dissemination of the final product.
Action 2: Formalized Network of stakeholder to promote a more long term and stable interventions	PEs should lead on the process to facilitate all involved stakeholders, to put in practice of more stable and long term interventions overcoming the project based culture in the job market for TCN women

Get inspired!

Worldpaces is an AMIF project running in parallel with MOMENTUM, led by the social cooperative Progetto Quid from Italy and aiming at



creating more inclusive workplaces for TCN women. Workplace will produce 5 toolkits, 4 targeting companies (mainstream and social economy ones) that want to hire TCN women, and the 5th targeting social entrepreneurship incubator, to equip them to provide adequate support to companies aiming at or already employing foreign citizens.

Link will be provided soon.

EB4.4 Permanent job sectors and time schedule (Preliminary research findings report, pages 78-81)

In this stage this barrier is mainly analyzed in relation to actions that can be taken by SE actors to overcome the following two main prejudicial factors: • Underskilled TCN women are more likely hired in manual and non-skilled jobs and the employers do not invest for their further professional capacity building • TCN women are often excluded from some sectors, such as STEAM and IT • TCN women are seen as very suitable for other sectors that are commonly identified as the “natural” setting for migrant/asylum seekers or refugees; sectors that are seen as very “feminine” in a more general sense and suitable for migrant women. These include cleaning, domestic work and care.

Mitigation Action	Stakeholders' role
Action 1: Raise awareness for the women about how the labor market works	CSOs and SE actors, with the support of the PEs, should create learning opportunities about the job market and safe spaces for the TCN women to share their doubts, difficulties and to clarify their rights both in group works or individual meetings. Moreover in collaborations with the other stakeholders, CSOs should provide practical tools to better manage a way to overcome some of the challenges.
Action 2: Having previous meetings with the TCN women even before the interviews in order to be better prepared. Reflect on their aspirations.	CSOs with the support of PEs and VET providers should organize these meetings with the aim to better prepare the women for an interview or for the first week of the job. It is important to try to have always the same person for the each beneficiary, as it help to to build trust
Action 3: Discuss the opportunity with enterprises institutions that a hybrid work could be a good solution	Define guidelines for hybrid work and discuss with the SE actors about the benefits for both the company and the TCN women.



Action 4: Campaign and advocate to employers the wider employment benefits for hiring migrants that work against prejudices.

Find original and engaging ways to communicate and highlight the benefits of hiring and integrating TCN women. Provide also diversity management/inclusion training, meetings and other actions that can support the goal.

Get inspired!

Last July, the Spanish government reformed the Immigration Regulations to improve the migration model and to favor the incorporation of migrants into the labor market, with modifications such as: facilitating the permanence and work of foreign students and updating the figures of social and labor roots, as well as family regrouping, creating a new figure of roots for training, inspired by the German model, for foreigners who have been in Spain for two years in an irregular situation, promoting regular migration by facilitating the entry of entrepreneurs, favoring hiring in origin and providing more stability to circular migration processes and introducing improvements in administrative management through the creation of the Unit for the Processing of Migration Files. [More info here](#)

Country specifics



Greece

Barrier: Text

Hungary

EB4.2. Inadequate Services: difficulty or impossibility to work directly with foreigners in Hungary, where Employment Departments are not legally allowed to link and work directly with them.

Italy

PB1.5 Digitalization: For Italy Digital Identity (SPID) is strongly important. In fact, in Italy you cannot access any public service (and thus not even to most financed VET courses), without a SPID identity.

Portugal

Barrier: Text,

Spain

PB1.4 Language: In Spain, where a certain share of migrant women comes from South America (Spanish speakers), this issue does not play a fundamental role with the specific target group. On the other side, when working with migrant women with other geographical origins, the issue is valid also for the Spanish context

EB3.1. Project Based Intervention: In Spain there isn't a relation between VET and PES, and it could be great to create a wide world of opportunities for them



Value of the framework & how to use and benefit from it

This Integrated Collaboration Framework, sets the base for a multi stakeholders approach that envision holistic solutions for the problem of low access to vocational training opportunities and to the job market, for Third Country National women. It is a live-document that can be adapted in a fast-changing context. Moreover it can serve as an inspiration for other actors in other locations to replicate the approach. It is important to highlight the value and benefits that such a collaborative framework brings to the different involved stakeholders.

Civil Society Organizations (CSOs)	Public Employment Services (PEs)
<p>By working through a structured collaboration, CSOs can achieve a higher effectiveness in providing tailored support to the TCN women they work with. Become more effective means to improve the life of their beneficiaries and build a gradual change in the local context.</p>	<p>Public Employment Services can achieve a higher effectiveness in providing support to TCN women and to employers and increase the chance of a positive matching request/offer. They have a privileged point of view and can thus increase their capacity to bridge between realities (job seekers and hiring person). They can also help to develop a more inclusive job market</p>
Vocational Training Providers (VET)	Social Economy & Entrepreneurship Actors (SEs)
<p>Vocational Training Provider will have the chances to build training offers really tailored on TCN and market's needs, and by engaging in joint activities before the training, they can help to prepare the next phase: in fact increasing the rate of success of employed trainees after the course, increase the prestige of the institutions.</p>	<p>By engaging in a structured collaboration, SEs will have the chance of contributing to the vocational training offered to TCN that could be part of their potential workforce. In this way they can invest in people that are more ready for their needs and boost their social identity by employing people for marginalized and vulnerable groups. SEs moreover will have the chance to contribute to a societal change by engaging employers and employees in processes that boost inclusivity.</p>



Annex 1 - List of Abbreviations

Find here below the list of abbreviations listed in number The timeline will be produced after the end of the participatory labs, based on all the inputs of the stakeholders involved in the 5 countries.

TCN	Third Countries Nationals
VET	Vocational Education and Training
PEs	Public Employment Services
SE	Social Economy Actors (Social economy initiatives and Social enterprises)
CSOs	Civil Society Organizations
LA	Local Authorities
STEAM	Science, Technology, Engineering, Art and Math
IT	Information Technology
EU	European Union



Annex 2 - Timeline for cooperation

The timeline will be produced after the end of the participatory labs, based on all the inputs of the stakeholders involved in the 5 countries.

Annex 3 - Primary Research Finding Report

The *Primary research finding report* is a document produced in the previous months of MOMENTUM's implementation, and highlights all the relevant findings of the preliminary research conducted for the WP2 of Momentum Project - Mapping of obstacles hindering access of young TCN women to vocational training and labor market, with a focus on social economy.

The report is on its way for being approved by the funder, the EU.

You can find the submitted report [here](#)

Credits

Photo at page 3 - <https://unsplash.com/@joshcala>

