



LABOUR PLUS PROJECT
GOOD PRACTICES ANALYSIS REPORT

Alt Empordà County Council and Latvia University
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DRAFT REPORT

This draft report presents the first results of the analysis of Good Practices for the integration of migrant or Roma population into the labour market that has been worked between Latvia University and Alt Empordà County Council, from cases that have sent the Labour Plus Project partners.

This report is the result of a work process that begun on October 2012 and ended on May 2013 oriented to identify good policy practices and tools developed in each country partners, to integrate people at risk of exclusion, migrant and Roma population, into the labour market. This work process is part of the first phase of the Labour Plus Project aimed at detecting the main elements that we have to set up to design a Labour Inclusion Model into the next year.

In this work period, each partner has sent to the partner responsible for data collection and analysis 2 Good Practices, according to the standard form and different selection criteria that were accorded before between partners.

We have received 22 good practices in total from all our partners. Based on these cases, we present this analysis that is divided into five chapters. The first one introduces the theoretical framework; the second the methodology of analysis; the third the main results of the comparative analysis carried out; the fourth exposes the main results of a thematic workshop on good practices celebrated in Santa Cruz de Tenerife on April, and we propose a final chapter including key recommendations oriented to facilitate the next steps in designing our Labour Inclusion Model.

1. THEORETICAL FRAMEWORK

The theoretical framework which covers this analysis is based on studies carried out to meet the public policies developed at national, regional and local level to promote the integration of immigrant or Roma in the labour market, focused on labour insertion of immigrant and Roma or ethnic minority groups.

Recently, we have to underline in this field of study the reports developed by the CEDEFOP, European Parliament, OECD, or IOM¹. Most of these works have included case studies to understand the diversity of public policies and programmes that government, social organizations and enterprises develop in a multilevel policy arena.

The Europe 2020 strategy takes a positive stand on labour migration as a key to increasing growth and competitiveness in the European Union. This policy goal is to be seen in relation to the foreseen demographic change in Europe, which Eurostat estimates to result in a fall of 50 million workers in the EU labour force over the next decades.

The European labour market is characterized by its flexibility and the demand of foreign workforce. In general most studies show a pronounced labour market segmentation. The immigrant workforce is often concentrated in sectors such as agriculture, construction, manufacturing, health care, domestic service or tourism.

Moreover, labour market segmentation by ethnicity and gender reveals that women immigrants occupy positions disproportionately with low earnings and status, they have short-term employment contracts and work often in informal economy.

1 CEDEFOP (2011). "Conclusions of peer learning. Labour market integration of immigrants in Europe. Implications for guidance policy, practice and research. European Centre for the Development of Vocational Training, Thessaloniki, 29-30 September, 2011; IZA Report (2011). *The integration of Migrants and its effects on the Labour Market*. IZA Research Report, n° 40. European Parliament; OECD (2008) *Jobs for Immigrants (Vol 2) Labour market integration in Belgium, France, the Netherlands and Portugal (Summary and Recommendations)*, OECD, Paris.; OECD (2009). "The Labour market integration of immigrants and their children. Key Findings from OECD Country Reviews", High-Level Policy Forum on Migration, Paris, 29-20 June 2009; Platanova, A. & Urso, G. (2012). *Labour market inclusion of the less skilled migrants in the European Union*. Independent Network of Labour Migration and Integration Experts, IOM (International Organization for Migration), Geneva.

We should note that often these workers are at risk of a possible "trap flexibility" because they usually fill vacancies in the labour market (flexible job choice), they are performing tasks for which they don't need the degree of training they have (flexible in using their skills) and they are usually at work in precarious conditions (flexible working conditions).(Platonova & Urso, 2012).

Several research reports confirm that both migrant and ethnic minorities in Europe experience skill mismatch, unemployment, inactivity and adverse working and living conditions. Also their skills may remain under-utilised in the national labour markets. Moreover, across Europe migrants and ethnic minorities tend to have lower employment rates than the host country nationals (CEDEFOP, 2011).

There are large cross-country differences in the level of implementation of integration policies for immigrants and Roma or ethnic minorities. Integration initiatives are often based at local level (local or regional rather than national) and limited in scale and scope, with limited evaluation. The responsibility for the planning and implementation of integration policy is taken by different actors across countries. In several countries, NGOs and civil society organisations provide a wide range of support services to immigrants, Roma or ethnic minorities, either independently or in cooperation with municipalities.

The compared results on labour integration processes in European countries show the differences between labour market characteristics of immigrants or Roma in comparison with the native-born population. This studies underline the wide variation in the labour market position of the different groups of immigrants and Roma across European countries.

By and large, in most countries, migrants have lower labour market participation and employment rates than the native-born and they are also much more affected by unemployment. Immigrants labour market indicators tend to be disproportionately affected by and economic downturn and also show stronger improvement (in absolute terms) than those of the native-born when the economy is performing well.

Migrant and Roma women's participation and employment rates are systematically lower that those of both migrant men and native-born women, who themselves have

lower employment rates than native-born men. One can therefore talk of a “double disadvantage” for immigrant women in their integration into the labour market.

Self-employment among immigrants has increased strongly in recent years, both in number and as a percentage of overall self-employment. This could reflect an improved position in host country society, but it could also be an illustration of the fact that self-employment is often used to escape from structural entry barriers in the labour market.

Beyond these results also highlight the persisting disadvantage even for children of migrants or Roma born and educated in the host country. There is some tendency towards the intergenerational transmission of disadvantage, although public policy can attenuate or exacerbate this process. Structural disadvantages and barriers seem to persist across generations and restrict access to employment in many European countries.

Finally, as highlighted by these reports, although integration into the labour market does not necessarily guarantee social integration, it is a major step with respect to immigrants' ability to function as autonomous citizens in the host country: having a job is an important step in the integration process (OECD, 2009; Platonova & Urso, 2012).

Given that the employment of immigrants, Roma or ethnic minorities is very diverse in the whole of Europe we should notice that some social problems are shared. Our Good Practice Analysis aims to highlight specific actions that our respective countries have been developed locally to facilitate integration processes of this groups not only in the labour market but also in the host country.

2. METHODOLOGY

Good Practices analysis is a comparative research method that aims, in our case, to provide information on local public policies oriented to the integration of migrant or Roma population into the labour market and host countries.

As a comparative method of analysis provides a basis from case study that allows us to describe each one and identify and synthesize commonalities and distinct aspects. In this method, good practices are compared units.

The specific methodology for analysing the good practices is to compare performances. But this kind of methodology also raises some questions: Can we compare all experiences at the same level? Can we compare a local experience with a national one? Can we compare activities carried out by NGOs with activities conducted by companies? What kind of criteria are we going to establish to order and classify our good practices? What results we consider are the most important? (economic, performance, network, main beneficiaries...).

Generally, in any good practices analysis emerge problems related to their evaluation. The difficulty is mainly associated with the integration of quantitative performance indicators along with the more qualitative aspects.

Furthermore, despite the difficulties posed initially on the analysis, the screening, selection and dissemination of good practices has, from our point of view, an enormous potential for the Labour Plus Project.

- a) They have a mobilizing effect.
- b) Promote dissemination of innovation and creativity.
- c) Stimulate excellence processes and continuous performance.
- d) Promote the progression of organizations.
- e) Broaden horizons and enable us to overcome everyday frameworks.
- f) Increase trust between the actors involved in the process.
- g) Favour exchange between partners.

The comparison between good practices allows us to recognize lessons about the operability and how certain problems have been carried out in each experience. This methodology allows us to extract results and publicize alternatives but it will be difficult to develop a rigorous evaluation of which programmes and measures work best, in order to promote the integration of migrants, Roma or ethnic minorities into the labour market and beyond in the host country.

Nonetheless, our comparative analysis will facilitate us to

- Approach to valid and appropriate references
- Establishes criteria for classification based on evidence
- Facilitate intervention models and allow redirecting the actions of partners
- Allow progress from detection and systematization of the most successful practices
- Allow progress from detection and systematization of the worst experiences or actions without success

From this first analysis, it is possible to generate descriptive and explanatory arguments in each case. In this direction and in order to simplify the Good Practices analysis we have developed a methodology based on two approaches of study: qualitative and quantitative.

2.1 Qualitative approach

The qualitative approach has been based on the analysis of seven dimensions easily detectable from information that each partner filled up in the predefined standard form.

The dimensions of analysis that we have taken into account are as follows:

- 1) Focus
- 2) Duration
- 3) Problem to solve and main objectives
- 4) Governance (promoter, actors involved and local network)
- 5) Management (evaluation, main qualitative and quantitative indicators)
- 6) Innovation
- 7) Transferability

The study of the 23 good practices received from partners allowed us, in terms of the scope of action, to differentiate between:

- 1) Programs for the education and training of job seekers.
- 2) Programs to labour mediation between employees and employers.
- 3) Programs for training professionals working in administrations, companies and social organizations with people from immigrant origin or Roma.
- 4) Reception programs for migrant, Roma or ethnic minorities or traveller community members.
- 5) Programs to promote community work with migrant, Roma or ethnic minorities.

From these categories we can clearly distinguish between two groups of good practice: those focusing the labour market and the employment and those focusing on civic integration.

In the first case, we detect a group of good practices oriented to the labour market and employment which include those aimed to facilitate employability and job placement. In this area, we include initiatives to facilitate job searching, those aimed to the training of workers and those oriented to improve the skills of professionals from different organizations working with immigrant or Roma. A total of 14 good practices can be grouped in this first group.

In the second case, we include such programmes focused on civic integration are aimed mainly to facilitate language mastery and knowledge of the society and culture of the host country. These kinds of programmes for new arrivals generally include some type of basic information about the host country and the mainstream public services. Civic integration is generally not primarily targeted at labour market integration, but rather at integration in the society. Generally, these are voluntary programs but basic language knowledge is sometimes required prior to entry for family-reunification migrants. In this second group, we have identified 8 good practices.

Some of these programmes have low labour market relevance. In some cases, their contents are oriented to language training in workplace. In this case, the focus is on improving language skills. But as different research reveals, prolonged language

training seems to be problematic, since it keeps people away from the labour market in a situation in which employers tend to positively evaluate early work experience in the host country rather than previous work experiences in the country of origin (IZA Report, 2011).

Finally, all good practices have been analysed in terms of different criteria. It is worth emphasizing the analysis in terms of its strategic direction. In this particular analysis, we used a triple distinction of experiences. Those practices that can be considered preventive, aimed to promote actions at an early ages to train individuals in finding future work; those practices that can be considered palliative, aimed to provide services and resources to solve social problems arising from the coexistence of different work and social cultures and those practices of a strategic nature, which tend to promote actions to combat the root and structural causes which explain social inequalities and discrimination of the immigrant, Roma people or ethnic minorities in their host societies.

The received set of best practices for the analysis can be found in Annex 1.

2.2 Quantitative approach

While the qualitative analyses of good case practices come as the primary for the evaluation of good practices however the quantitative analyses are to supplement the qualitative one in order to form more transparent structure of analyses that would help partners to navigate through all good practices thoroughly. Quantitative analyses are mainly based on the method of content analyses and give the overall perception of the collection of good case practices and their main characteristics.

Within the quantitative analyses 5 main characteristics from information that each partner presented in the predefined standard form are analysed:

- 1) Focus of the good case practice
- 2) Duration
- 3) Costs
- 4) Innovative elements
- 5) Transferability

Quantitative analyses criteria will allow partners to identify the good case practices that fit their initial expectations within the project. They can also be taken into account for the implementation or testing of other good case practices, not only the ones where the particular criteria comes from.

Within the quantitative analyses of this report partners are provided with several lists of good case practices per different characteristics which will allow partners to identify the good case practices that fit their interests.

Quantitative analyses will also help to structure the good practices in the planned online data base and give the overall perception of common and different aspects of all good practices.

3. MAIN RESULTS

3.1. Qualitative analysis

The process of analysis has enabled us to classify the 22 Good Practices submitted by the project partners. Specifically, we have studied in depth the following cases²:

In the first category we have established, Programs for the education and training of job seekers, we have included:

- Saper Essere Provincial Plan for Integration, Province of Padova - (Saper Essere)
- Okup'Alt, Training for youth unemployment, CCAE - (Okup'Alt)
- Neighbourhoods for employment, Santa Cruz de Tenerife - (N x E)
- Language and Enterprise, Catalan language teaching for foreign workers in companies, CCAE - (L&E)
- Soft programmes of Social Towns Rehabilitation-Labour Force trainings, Municipality of Nagykálló - (Soft Programs)

In the second category, Programs oriented to labour mediation between employees and employers, we have included:

- Euriclea: integrated job-matching and network on family employment, Province of Padova - (Euriclea)
- Workplace for Youth, Latvia University – (W x Y)
- “Kállai Duet” Qualitative County Local Product Programme, Municipality of Nagykálló - (“Kállai Duet”)
- Model for a small family business, Sofia Regional Authority – (Model small B)

In the third category of inclusive actions into the labour market as programs for training professionals working in administrations, companies and social organizations with people from immigrant origin, Roma or ethnic minorities, we considered:

² We specified in each case the abbreviation used in the analysis with the name in brackets.

- Training for case managers in job agencies, Mittelhessischer-Bildungsverband - (Training J A)
- Teachers Assistants of Roma Background, Latvia University – (Teachers R)
- Roma Network for Teachers, Antwerp – (Network x T)
- Training Sessions for people working with Roma, Antwerp – (Training S)
- Training “Managing Diversity”, Municipality of Nieuwegein – (Training MD)

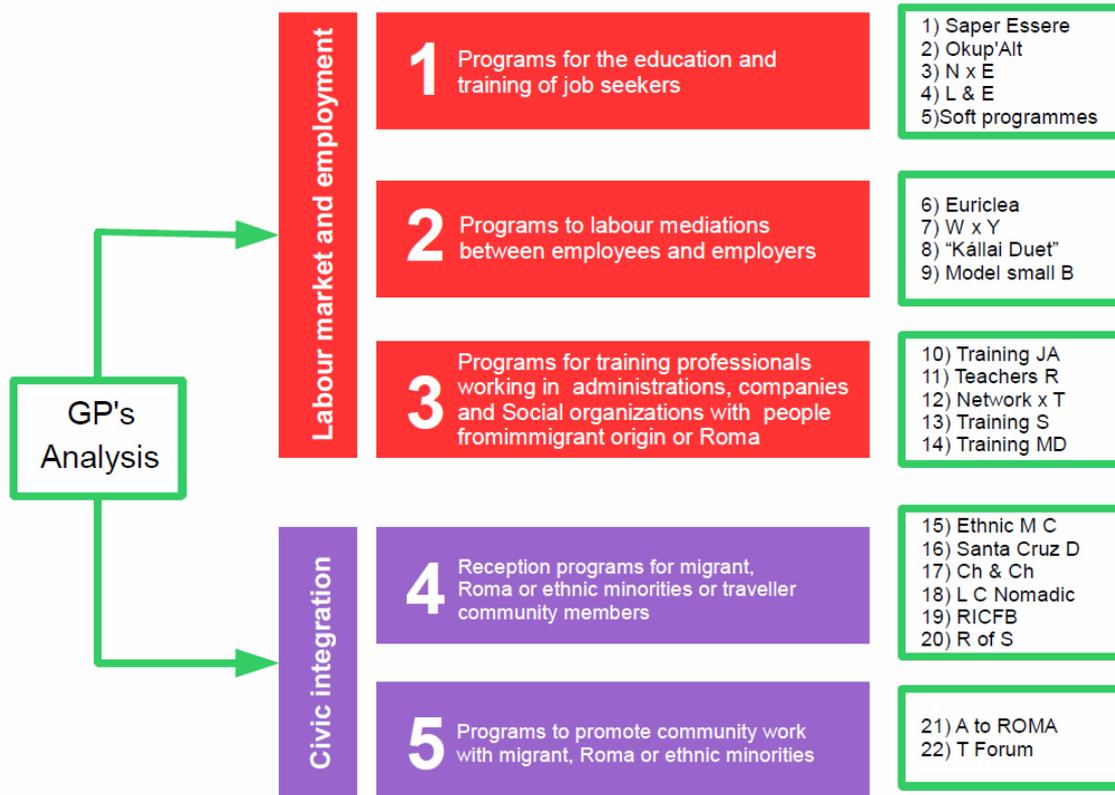
In the fourth category, Reception programs for migrant, Roma or ethnic minorities or traveller community members, we analysed:

- Ethnic Minority Support Centre, Newry & Mourne – (Ethnic M C)
- Sant Cruz Diverse, Santa Cruz de Tenerife – (Santa Cruz D)
- Challenge of Change, Newry & Mourne – (Ch & Ch)
- Living conditions of nomadic groups, ENTP – (L C Nomadic)
- Regional Integration Centre Foyer Brussels, ENTP - (RICFB)
- Right of Stay in the German Confederation specifically for Romanies, Mittelhessischer-Bildungsverband – (R of S)

Finally, in the fifth category, Programs oriented to promote community work with migrant, Roma or ethnic minorities, we have included:

- Integrated approach of Roma Problems, Municipality of Nieuwegein – (A to Roma)
- District Council Traveller Forum, Newry and Mourne – (T Forum)

Figure 1: Good practices' Map



An overview of the comparative analysis shows us two main groups of different programmes. On one hand, those practices focusing on the labour market and the employment (14 cases) and those practices focusing on civic integration of migrant and Roma or ethnic minorities (8 cases). In the first group, half of good practices (7 cases) are aimed at immigrant population and the other half (7 cases), Roma population and ethnic minorities are the recipient of programs. In the second group, we find 2 good practices that indiscriminately target to immigrant and Roma or ethnic minorities, 2 cases only targeted to immigrant population and 4 to Roma or ethnic minorities.

Given the theoretical framework and case analysis conducted by various studies, we consider that our sample of good practice is rather wide but the programs described are not quite diverse. Thus, in general, we have identified many similarities in the approaches as well as, in some specific cases, significant differences that are described below.

It is interesting to analyse the triple distinction of good practice if we consider their strategic direction, as we pointed out in the methodology chapter. In the first group, those programmes focusing on the labour market and the employment, we find that most programmes are palliative (7), in 4 cases the programs incorporate a strategic dimension and few of them (3) can be considered as preventive. It is also significant that in 2 cases programs combine preventive with strategic perspective and only in one case we find a dual perspective based on palliative and strategic point of view.

In the second group considered, that includes those practices focusing on civic integration of migrant, Roma and ethnic minorities, the strategic dimension is clearly incorporated into this kind of programs in 4 cases, in 3 of them, this perspective is combined with a palliative point of view. 3 best practices guidance are palliative and only in one case we only identify the preventive dimension.

If we take into account the previous analysis that each practice develop in order to diagnose the main social problem to solve, we find few experiences that incorporate this technical tool: only half of them (7 of 14 good practices) in the first group and 1 of 8 in the second one. Furthermore, this general overview shows that most of the experiences that have been analysed had been promoted by the public sector (20 of 22). Only in one case we identified an NGO acting as program promoter and in another case is the private sector that promotes the initiative.

On the other hand, if we consider the evaluation processes undertaken of each program, only 4 of 14 included in the first group, have been evaluated externally. In the second group, the proportion of programs evaluated externally increases significantly (5 of 8).

If we take into account the use of a indicator system in the management and implementation of these programs, in most cases the programs have designed an indicator system that includes both quantitative and qualitative data. It should be noted, nevertheless, that there are few programs that track the outcomes of the program while most only measures their outputs. 10 of 14 good practices in the first group have developed and have used a indicator system. This proportion is similar in the second group, where 5 of 8 programs used this management tool.

It is important also to note, related to the duration of the practices that have been analysed, how in the first group, those programmes focusing on the labour market and the employment of migrant, Roma or ethnic minorities, we find more diversity: 2 programmes are in their pilot-phase, 6 of them are still active and 6 of them have ended. In the second group, is more significant the proportion of those programs that are still active (6 of 8) and only 2 have ended.

Finally, if we consider the elements of innovation and transferability that are more relevant to the case analysis, we identify different dimensions to be taken into account in the future development of our Labour Inclusion Model.

In the first category of good cases that have been analysed, programs oriented to labour market and based on the education and training of job seekers, we have detected a high degree of flexibility that facilitates to meet the needs of people involved. It is also relevant the proximity that is established between the needs of the people who participate in these programs and the professionals who are accompanying the training processes (e.g. Okup'Alt). Furthermore, It is important the involvement of all stakeholders and the development of a network structure as well as the communitarian work developed with unemployed people (e.g. Neighbourhoods for employment). In 16 of 22 good practices analysed we find that programs develop a strong network between institutions and agents to implement diverse initiatives.

In the second category of programmes that have been studied, those oriented to labour mediation between employees and employers, is innovative in some cases the use of ICT from an integrate approach at regional level (e.g. Euriclea).

In the third group, inclusive actions into the labour market as programs for training professionals working in administrations, companies and social organizations with people from immigrant origin, Roma or ethnic minorities, we can highlight the following innovative elements: a) Training of case managers to decrease discrimination and alienation between job agency and costumer (e.g. Training for case managers in job agencies); b) the innovative project oriented to solve the Roma issues at grass root level that it might be effective also in the European Regions were the Roma community did not withdraw nomad or semi-nomad way of life.(e.g. Teacher's Assistants of Roma Background); c) innovative methodologies to work with Roma (e.g. Antwerp Roma

network for teachers); d) the effort to disseminate the project results conducted in different communication media (e.g. Training sessions for people working with Roma); the cross-cutting approach to diversity in the municipality which enables to work with different public workers (e.g. Training “Managing Diversity” in Municipality of Nieuwegein).

In the fourth group, reception programs for migrant, Roma or ethnic minorities or traveller community members, we highlight that we find on one side, comprehensive projects that includes actions in many different areas (awareness campaigns, providing of services and resources to integrate that collectives in the host society, accommodation, counselling and improvement of living conditions, etc.); and on the other side, the involvement of migrant and Roma population in the policy making process (diagnosis, design and implementation of most of the programmes and activities and programmes which covers different target groups such as migrant families, elderly, Roma groups).

Finally, in the fifth group of programs oriented to promote community work with migrant, Roma or ethnic minorities, we emphasize as innovative element the opportunity to design these programmes working in different living areas through individual action plans which involve specialized services and resources for the improvement of individual goals. Beyond this working method, also stands out as innovative aspect the definition of formal governance mechanisms including the voice of immigrants and Roma population.

The following matrix provides a summary overview of the comparative analysis of Good Practices that has been summarized in this chapter.

Below you can find the summary tables of each experience analyzed. Good practices are sorted according to the type of programs identified in the analysis.

Matrix 1: Comparative analysis of Good Practices

GOOD PRACTICE		FOCUS		TIPOLOGY OF ACTION				GOVERNANCE			MANAGEMENT		DURATION		
		Migrant	Roma	Preventive	Palliative	Strategic	Diagnostic	Level of Gov	Public	Network	External	Indicator	Pilot	Ongoing	Ended
1) Programs for the education and training of job seekers															
LAB OUR MA RKE T	Saper Essere							REGIONAL							
	Okup'Alt							LOCAL							
	N x E							LOCAL							
	L & E							LOCAL							
	Soft Programs							LOCAL							
2) Programs oriented to labour mediation between employees and employers															
LAB OUR MA RKE T	Euriclea							REGIONAL							
	W x Y							NATIONAL							
	"Kállai Duet"							LOCAL							
	Model small B							LOCAL	PRIVATE						
3) Programs for training professionals working in administrations, companies and social organizations with people from immigrant origin or Roma															
LAB OUR MA RKE T	Training JA							LOCAL							
	Teachers R							NATIONAL							
	Network x T							LOCAL							
	Training S							LOCAL							
	Training MD							LOCAL							
4) Reception programs for migrant, Roma or ethnic minorities or traveller community members															
CIVI C INTE GRA TIO N	Ethnic M C							NATIONAL							
	Sant Cruz D							LOCAL							
	Ch & Ch							LOCAL							
	L C Nomadic							LOCAL							
	RICFB							NATIONAL	NGO						
	R of S							NATIONAL							
5) Programs to promote community work with migrant, Roma or ethnic minorities															
CIVI CN	A to Roma							LOCAL							
	T Forum							LOCAL							

Table 1: Programmes for the Education and Training of job seekers

NAME	FOCUS	DURATION	PROBLEM TO SOLVE MAIN OBJECTIVES	TYPOLOGY ACTION	GOVERNANCE	MANAGEMENT
Saper Essere-Provincial Plan for Integration (By Province of Padova)	Migrant workers	1 year (2012-2013) Ongoing	10% of the population in province of Padova is from migrant origin. Provincial Plan for Integration identifies "Safety at Work" as one of the main issues. 4 objectives: 1) Training and information on safety in the workplace; 2) Language and culture training for care givers; 3) Education and training of front office staff and cultural/language mediators; 4) Coordination with the National Immigration Offices for entry requirements in Italy.	Preventive action <u>Diagnostic tool:</u> 1) Analysis of regional data on employment and training; 2) Consultation with regional stakeholders; 3) Informal territorial surveys. <u>Intervention tool:</u> 1) Specific training to migrant workers; 2) Workshops with specific migrant communities; 3) Courses related to Italian language, care and hygiene and culture Veneto traditions; 4) Network meetings; 5) Use of ICT tools (Venetoimmigrazione.it); 6) Register of provincial cultural mediators	Province of Padova (promoter) <u>Network:</u> Padova University, municipalities of the province, immigrants registered in the regional Roster of Associations, Labour Sector and Education Sector.	<u>Evaluation:</u> Region of Veneto <u>Main Qualitative Results:</u> 1) Increased knowledge on safety in workplace; 2) Increased capacity for analysis and intervention and improved collaboration with other professionals and family members; 3) Model and role of linguistic and cultural mediator; 4) Interoperability of the portal of the Province with the portal Venetoimmigrazione.it) <u>Main Quantitative Results:</u> Quantitative indicators on actions undertaken (e.g. number of courses, workshops, e-learning training modules,...)
Okup'Alt (By CCAE)	Youth unemployment (affects youth migrant)	3 years 2011-Ongoing Established	Young people earlier school leavers unemployed. Accompany young people in the process of training and integration into the labour market, to avoid risky behaviour and social exclusion processes. <u>Main objectives:</u> 1) Promote trades among youth; 2) Decrease % of young people who neither study nor work; 3) Increase self-esteem of young people and improve their autonomy.	Palliative action <u>Diagnostic Tool:</u> Networking among technical professionals in youth, social service professionals and teachers to detect profiles of youth and select them (26 Local Youth Plans) <u>Intervention Tool:</u> Networking between public administration, educational institutions and organizations and businesses to seek alternative training and employment opportunities; dissemination channels via traditional resources and social networks; close working between professionals from CCAE and social organisations.	Youth Area Consell Comarcal de l'Alt Empordà (Promoter) <u>Network:</u> 26 Municipalities; Fundació per a la Promoció dels Oficis (private entity); Trainers; Social Area CCAE; other departments CCAE; Bureau of Labour in Figueres; young people; Families.	<u>Evaluation:</u> tools for monitoring and evaluation <u>Main qualitative results:</u> 1) questionnaires to young people; 2) Focus groups with young people 3) Focus groups with professionals 4) Follow-up meetings with all participants. <u>Main quantitative results:</u> 46 people registered at the beginning (5 did not start); 37 people ended the project. Of the 46 participants, 23 were immigrant. Of the 46 participants, only 6 were girls.
Neighbourhoods for employment	Migrant workers	4 years (2009- on	Unemployment and weak relations of resources that face it at local level.	Palliative action <u>Diagnostic Tool:</u> Technical committee	<u>Network:</u> Neighbourhood associations of San Román, San Cristóbal de la Laguna	<u>Evaluation:</u> internal level <u>Main qualitative indicators:</u> There be set

(By Santa Cruz)		going) Pilot-project	Project for promoting new strategies and tool for employment promotion. In the first 2 phases the activity has been individual and group development with unemployed people, working with new skills and experiences facing their employment searching	Monitoring group and advisory board develop a community diagnosis. <u>Intervention Tool:</u> 1) Individualized guidance on employment and training; 2) Support to schools in the area; 3) Training group on motivations character; 4) Support computer literacy for active job search; 5) Disseminations of jobs and training; 6) Deepening the networking by existing resources 7) Creation of opportunities for cooperation between professionals; 8) Training activities aimed at the professional areas; 9) Work and employment agency survey	town council, University of La Laguna, University of La Laguna Fund, Cabildo de Tenerife, Employment service of Canary Islands Government, and different entities located in the area (Social work unit, Caritas Diocesana, Health unit, Public school, businessmen association, etc.)	in the third phase (degree of satisfaction of participants and technical resources involved). <u>Main quantitative indicators:</u> 1) Individualized guidance on employment and training 2) Support to schools in the area 4) Computer literacy workshops 5) Support program 6) Coordination and cooperation with professionals and resources of the area 7) Number of associates 8) Monitoring groups meeting; 9) Training activities for professionals.
Language and Enterprise (Catalan language teaching for foreign workers in companies) (By CCAE)	Foreign workers	4 years (2007-2011) Completed	Catalan language learning to foreign workers in the enterprises 1)To train in Catalan language foreign workers; 2) To improve effective communication; 3)To avoid isolation and facilitate the employment; 4)To responsible companies in the integration process; 5)To expand knowledge workers on issues related to work environment and workplace; 6)To implement the project involving various public and private companies.	Palliative and strategic action <u>Diagnostic tool:</u> prospecting with companies to know how many workers needed this courses. Evaluation of assessed the level of knowledge of Catalan language workers. <u>Intervention tool:</u> Raising companies in the region with the largest number of foreign workers who could be interested in this Catalan language training; site visits and meetings arranged with human resources managers; 4 level courses were offered to enterprises; temporary work agencies involved.	Department of Citizenship and Immigration Catalan Government and Catalan Learning Service (promoters) <u>Network:</u> Department of Citizenship and Immigration Catalan Government, Garrotxa Catalan Learning Service (Consortium for Language Standardisation), Olot City Council and Consell Comarcal de la Garrotxa (Local Government)	<u>Evaluation:</u> monitoring by technicians of the Department of Citizenship and Immigration and the Garrotxa Catalan Learning Service. <u>Main qualitative indicators:</u> interviews with teachers and managers of the companies. Impact of the project on the social and economic network and media. Increase of Catalan language skills among immigrants workers. <u>Main quantitative results:</u> number of courses; sector companies involved; number of temporary work agencies.

Soft programmes of Social Towns Rehabilitation-Labour Force trainings (By Nagykálló)	Roma workers	1 year (2010-2011) Completed	Low or under qualified Roma workers living in a pilot social town rehabilitation part of Nagykálló. <u>Main objective:</u> lead back the unemployed to labour force market through special training and courses.	Palliative action <u>Diagnostic tool:</u> <i>Not specified</i> <u>Intervention tool:</u> integrated programme which provide not only qualification trainings on 3 job sectors (a) park keeper; b) gardeners; c) restaurant assistants) but also specific courses on mental and life conduct for better implementation.	Municipality of Nagykálló. <u>Network:</u> Regional Labour Center; Urbs Novum Nagykálló Town Rehabilitation Nonprofit Ltd; Technical staff from Soft programmes of Social Town Rehabilitation; Common Treasure Educational Nonprofit Ltd; catering enterprise.	<u>Evaluation:</u> internal level <u>Main qualitative indicators:</u> number of new jobs created under the programme <u>Main quantitative indicators:</u> number of people involved into trainings and courses; number of involved successfully entrants to labour force market; number of people involved from the social town rehabilitation part of the city; number of those who got qualification; ; number of new jobs places.
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Table 2: Programs to labour mediation between employees and employers

NAME	FOCUS	DURATION	PROBLEM TO SOLVE MAIN OBJECTIVES	TYPOLOGY ACTION	GOVERNANCE	MANAGEMENT
Euriclea: integrated job-matching and network on family employment (By Province of Padova)	Migrant (women in care and domestic work)	6 years (2007-ongoing) Established	To facilitate the matching between families and workers able to give professional family support and care 1) To match the labour requests of workers 2) To favour regular labour agreements and conditions both for families and workers; 3) To develop a system able to favour professional career for family assistants (recognition of competence and previous professional experiences); 4) To qualify the professional and training profile of the family assistant; 5) To promote a correct management of professional relationship.	Palliative action <u>Diagnostic tool:</u> 1)Preliminary research on needs such as data on the sector, profiles of family assistance (mostly women, migrants) and qualitative interviews with stakeholders; 2) Situation analysis (analysis of undeclared work, legal framework). <u>Intervention tool:</u> Regional Employment Agency coordinated different levels (territorial public and private service providers) and monitors actions: a) Selection and training of job brokers; b) Creation of accreditation system for public and private bodies; c) Development of website; d) Animation of regional network; e) Promotion activities in the Region; f) Outreach to families.	Provincial Public Employment Services of Veneto (Veneto Region) Promoter <u>Network</u> of private employment agencies which participate in the public-private partnership.	<u>Evaluation:</u> Internal monitoring system <u>Main qualitative indicators:</u> 1) Transparency of the available services/training measures; 2) Quality of overall system ; 3) Dialogue between service providers; 4) Regular domestic work contracts; 5) Number of families; 6) Skills and knowledge operators ; 7) Protection and safeguard of labour rights of workers; 8) Protection and quality of assistance for families. <u>Main quantitative results:</u> 1) Current users portal Euriclea; 2) % of operators using the application for matching labour supply and demand for family employment; 3) Users of the service
Workplace for Youth	Youth	3 years	Combat grow of youth unemployment rate (lack of	Palliative action	State Employment Agency (Promoter)	<u>Evaluation:</u> <i>Not assessed yet</i>

(By Latvia University)		(2011- Ongoing will finish on June 2013) Pilot phase	previous working experience). 1) To integrate young unemployed people (18-24) in the labour market, contributing to the creation of sustainable jobs and permanent employment; 2) Provide opportunities to youth for acquiring the first work experience.	<u>Diagnostic tool:</u> <i>Not specified</i> <u>Intervention tool:</u> Targeted national active labour market policy. Promoted programmes aimed to foster job search. Unemployed young people apply for the workplace (activity for up to 9 months). Employer receives a grant. Financial resources are received by employer for the workplace adaptations to those young people with disabilities and need adjustments.	<u>Network:</u> Enterprises (except educational and medical institutions); self-employed; associations or foundations (except political parties). State and municipalities cannot take part in the project as employers.	<u>Main qualitative results:</u> <i>Not assessed yet</i> <u>Main quantitative results:</u> Number of young unemployed people involved
“Kállai Duet” Qualitative County Local Product Programme (By Nagykovács)	Permanent unemployed people (Roma)	2012-2017 6 years Ongoing	The programme tends to give opportunities to permanent unemployed people in the field of healthy local agricultural products, in order to give work to this people and support local farmers and micro sized enterprises to find new markets. <u>Main objective:</u> To find markets for local good quality agricultural products and to introduce “2 steps” labour force – market integration and supporting small agricultural enterprises by extra incomes.	Strategic action <u>Diagnostic tool:</u> basic market research to know basic agricultural products produced in the region and number of farmers who could participate in the project. <u>Intervention tool:</u> 1) Agricultural public work programme into intensive vegetable growing (the municipality of Nagykovács provided the agricultural land necessary); 2) Supporting local traditional farmers and small agricultural enterprises to find new markets, by Kállai Duet Public Foundation (which labels the products and sells them into county seat markets by non-profit way); 3) Creating a Fruit and Vegetable Farmer Organization to support local traditional farmers and small and medium sized agricultural enterprises to find new markets.	Ministry of Home Affairs, Ministry of Agriculture and Municipality of Nagykovács. <u>Network:</u> Kállai Duet Public Foundation; Hungarian County Local Product Association; Kállai Duet Fruit and Vegetable Farmer Organization; Kállai Duet Farmer Ltd; small and medium sized manufacturers and local farmers.	<u>Evaluation:</u> <i>Not assessed yet</i> <u>Main qualitative results:</u> <i>The program is ongoing and don't have results at the moment.</i> <u>Main quantitative results:</u> number of small and medium sized agricultural enterprises that uses this advice program every week.
Model for a small family business (By Sofia)	Roma population unemployed	2005- Ongoing	The main problem of Roma population is their unemployment and their work in informal economy.	Strategic action <u>Diagnostic tool:</u> Regional analysis of 350 registered economically active Roma people in the municipality (244 unemployed) with	Petsy Trade Company 15 employees	<u>Evaluation:</u> Sofia Regional Authority <u>Main qualitative results:</u> 15 permanent working places; good working conditions for the employees; regular formal

Regional Authority)			<p>Main objective: To support transfer of Roma people to informal to formal activity in a company that works in waste selection and waste management of industrial and house waste, giving them permanent jobs and good working conditions.</p> <p>To support recycling activities of small industries municipalities and to provide operational support to 1 rural municipality for the waste management activities.</p>	<p>lower professional skills.</p> <p>Intervention tool: Give jobs to unemployed Roma and good working conditions (transportation, free lunch, good salary and 7 hour working day, conditions above the minimal official wage.</p>		<p>economic entity covering Roma economic activities.</p> <p>Main quantitative results: Number of company employees raises from 3 to 15 in 7 years.</p>
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Table 3: Programs aimed at training professionals working in administrations, companies and social organizations

NAME	FOCUS	DURATION	PROBLEM TO SOLVE MAIN OBJECTIVES	TYPOLOGY ACTION	GOVERNANCE	MANAGEMENT
Training for case managers in job agencies (By Marburg)	Unemployed migrants(Refugees)	One year (2011) Completed	<p>Problems of misunderstanding and , discrimination of unemployed migrants and refugees in job agencies.</p> <p>1) Raise intercultural awareness of case managers who are working in job agency; 2) Increase knowledge in migration, intercultural consulting and strategies.</p>	<p>Palliative action</p> <p>Diagnostic Tool: <i>Not specified</i></p> <p>Intervention Tool: Training sessions and Workshops on intercultural training and post trauma stress disorder</p>	<p>BLEIB in Hessen with TP KreisJobCenter Marburg-Biedenkopf</p> <p>Trainers; Case manager in job agency.</p>	<p>Evaluation: 1 monitoring after cultural training and 1 monitoring after PTBS training. Individual assessment.</p> <p>Main qualitative indicators: Better communication with the targeted clients; Qualitative and quantitative increase of the job offers.</p> <p>Main quantitative indicators: Number of workshops; Number of case manager attended.</p>
Teacher's Assistants of Roma Background (By Latvia University)	Roma	3 years (2007-2010) Completed	<p>Marginalization among Roma in the education field.</p> <p>1) Create opportunities for Roma community; 2) Improve inclusiveness and multiculturalism of education system; 3) Tackle segregation of Roma children in education system; 4) Increase</p>	<p>Preventive and strategic tool</p> <p>Diagnostic Tool: <i>Not specified</i></p> <p>Intervention Tool: <i>Not specified</i></p>	<p>Government of the Republic of Latvia (Secretariat of the Special Assignments Minister for Social Integration, the Ministry of Justice, Ministry of Culture and Education), Municipalities and Center for Education Initiatives</p>	<p>Evaluation: Council for the Evaluation of implementation of the Stage Programme "Roma in Latvia". 2008 Foundation "Baltic Institute of Social Sciences" conducted quantitative research. 2011 survey on the project by Centre for Education Initiatives.</p> <p>Main qualitative indicators: 1) Increase of education awareness (Roma pupils and families); 2) Progress of the education quality standard for Roma children; 3) Improvement of level education of Roma community; 5) Promotion of Roma language and culture;</p>

			active participation for Roma children and parents; 5) Integrate teacher's assistants of Roma background; 6) Reduce negative stereotypes; 7) Promote intercultural dialogue and empower Roma non-governmental organizations.		(NGO) (Promoters) <u>Network:</u> Teacher's assistants ; Roma children and families; Teachers, social assistant and psychologist and Preschool and elementary school.	6) Creation of a multicultural environment in the Latvian schools. <u>Main quantitative indicators:</u> 1) Number of Roma children attending inclusive classes of pre-school, primary and secondary school educational institutions had raised; 2) Number of consultations and mentoring visits; 3) Number of teacher's assistants of Roma background; 4) Public discussions with Roma population; 5) Number of school teachers in training; 6) Number of informative Seminars.
Roma network for teachers (By Antwerp)	Roma	4 years (2008-2011) Completed	To integrate Roma children in the age group of primary schooling into the schooling system. To develop a set of actions to support local schools and to integrate Roma.	Preventive and strategic action <u>Diagnostic tool:</u> Interviews with schools. <u>Intervention tool:</u> Partnership between Antwerp Centre for Minorities and City of Antwerp, to make more accessible local services to schools and facilitated to work more closely.	Antwerp Centre for Minorities (Promoter) Partnership between City of Antwerp and 26 schools	<u>Evaluation:</u> The Antwerp Centre for Minorities is evaluated on annual basis. Team Samen Leven (Living Together) of the City of Antwerp is closely involved in the follow-up of the results. Conferences were evaluated by the participants (evaluation forms) and the networks self-evaluates every year. <u>Main qualitative indicators:</u> 1) Effective partnership; 2) Involvement of local schools; 3) Involvement of Union of Roma Belgium; 4) Involvement of teachers and school directors; 5) Substantial autonomy to management of individual projects; 6) Emphasis on visibility of the project at local level. <u>Main qualitative indicators:</u> 1) Amount of meetings 2) Amount of activities 3) Amount of Conferences; 4) Amount of attendees; 5) Amount of participants
Training sessions for people working with Roma (By Antwerp)	Roma	2005-ongoing Established	Lack of knowledge about Roma culture between professional and technical workers in local services and social organizations. Project focused on training sessions for technical profiles: 1) To reinforce organisations in their dealings with Roma; 2) To integrate Roma into the existing organisations, services and society.	Strategic action <u>Diagnostic tool:</u> organisations decide if they need tools and book training sessions. <u>Intervention tool:</u> Training sessions.	Antwerp Centre for Minorities (promoter) Local services and social organizations interested in the training sessions	<u>Evaluation:</u> The Antwerp Centre for Minorities is evaluated on annual basis. Samen Leven (Living Together) of the City of Antwerp is closely involved in the follow-up of the results. Participants of training sessions filled in an evaluation form. <u>Main qualitative results:</u> 1) The Police Force, Samen Leven and OCMW conduct a survey at the end of every training session. Feedback of this evaluation were used to adapt the content and/or methodology of the training sessions: 2) Interest of participants; 3) Development of innovative ideas and methodologies. <u>Main quantitative results:</u> Minimum amount of training sessions with a minimum amount of attendants were always met. Number of training sessions and number of participants: 500-550.

<p>Training "Managing Diversity" (By Nieuwegein)</p>	<p>Roma</p>	<p>2009-2012 Completed</p>	<p>Professionals working with complex Roma families that react and work in different ways. <u>Main objective:</u> to provide theoretical and practical training to all professionals involved in the municipal project Wisselgeld/Exchange (managers/directors, board of Mayor and Aldermen and city council, executing officers and project team).</p>	<p>Strategic action <u>Diagnostic tool:</u> interviews with external participating grass root level organisations and other local and regional institutions. <u>Intervention tool:</u> Training sessions focused on 3 areas: a) Introduction to concepts of intercultural management and diversity; b) awareness of one's own "cultural luggage"; c) understand the relevance of the training topics to improve working with integrity and professionally.</p>	<p>Municipality of Nieuwegein <u>Network:</u> Buro Balans (external Dutch training and consultancy firm)</p>	<p><u>Evaluation:</u> No official assessment. At the end of training sessions evaluation forms were distributed among participants. The municipal programme manager conducted an overall evaluation of the pilot project with all participating organisations. <u>Main qualitative results:</u> Participants evaluated the quality of training with a 8 (scale 1 to 10) <u>Main quantitative results:</u> 1) Number of people who received training in the past 3 years (175)</p>
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Table 4: Reception programs for migrant, Roma or ethnic minorities or traveller community members

NAME	FOCUS	DURATION	PROBLEM TO SOLVE MAIN OBJECTIVES	TYOLOGY ACTION	GOVERNANCE	MANAGEMENT
Newry & Mourne Ethnic Minority Support Centre	Migrants (Ethnic Minority)	> 5 years (2007- Ongoing) Consolidated	Guarantee equal access of ethnic minority to different living areas (social benefits, education, language courses, health insurance, pension enquiries, marriage, housing issues, ...). Creation of One-Stop-Shop initial point of contact for Ethnic Minority residents to assist local community groups to increase understanding of ethnic diversity and promote integration.	Palliative action <u>Diagnostic tool:</u> Diagnosis is made by way of direct contact with the migrant community who attend to the office of the support centre. <u>Intervention tool:</u> The Centre provides free front-line advice and support in respect of different living areas (social benefits, education language courses, health (hospital appointments and interpreters), employment-related issues, etc.) The centre also organises training courses eg. childminding courses. It also organises Information Clinics on a range of topics	Newry & Mourne District Council Challenge of Change Peace III Newry & Mourne District Council Office of First Minister/Deputy First Minister Northern Ireland (Promoters) <u>Network:</u> Challenge of Change, Wellbeing Action Partnership, local minority ethnic groups.	<u>Evaluation:</u> There has not been done a formal assessment <u>Main qualitative indicators:</u> Coordination with Newry and Mourne area to the Equality Commission to try cases of employment racial discrimination i <u>Main quantitative indicators:</u> 2011 attendance of 1658 cases in the areas of employment rights, housing, social security benefits, education, healthcare and general access to services (70 % of clients are of Polish origin, 25% of Lithuanian origin)
Santa Cruz Diverse (By Development Society of Sant Cruz de Tenerife)	Migrants	2008-2011 Completed 4 phases	Increasing the social vulnerability and the risk of social exclusion in many different living areas of the foreign citizen population This project aims to facilitate the integration of migrant population in the municipality, through the improvement of the public image of migrants and promoting positive aspects of a society characterized by cultural diversity	Palliative and Strategic action <u>Diagnosis tool:</u> Qualitative methods applied to social agents and municipality workers. <u>Intervention tool:</u> 1- Awareness campaigns 2- Immigration Legal advice 3- Education and training tools to improve social and labour position of migrant people 4- Employment guidance 5- Facilitate the access to information and resources 6- Planning of municipal policy and development of mechanisms for citizen participation	Municipality of Santa Cruz de Tenerife <u>Network:</u> 15 Associations of Latin American and African population Schools and High schools NGO's, University of la Laguna Development Society of Santa Cruz de Tenerife Some local companies,	<u>Evaluation:</u> The four phases of the project have had an external evaluation carried out by specialized companies. <u>Main qualitative indicators:</u> The evaluation shows a successful implementation of project activities. In general the questionnaires completed by the beneficiary population have had a good average score <u>Main quantitative indicators:</u> Battery indicators focused on the number of activities carried out by type and the number of beneficiary population

Challenge of Change (By Newry & Mourne)	Migrants (Black and Minority Ethnic Communities)	> 5 years (2007-ongoing) Consolidated	Facilitate greater involvement of people from Black and Minority Ethnic Communities in civic, community and political life. <u>Main objectives:</u> 1) To address issues around racism; 2) To promote understanding and respect for cultural diversity; 3) To create opportunities for BME communities; 4) To increase sustained contact between BME and indigenous communities.	Palliative and strategic action <u>Diagnostic Tool:</u> Officers and members of the BME community ascertain the main problems. <u>Intervention Tool:</u> Providing a signposting service, support and advice across a number of areas (e.g. employment rights advice); Offering training and development opportunities - English Language classes, cultural diversity and awareness training, capacity building training and mentoring); Supporting BME involvement in community groups; Developing anti-racism programmes.	Peace III Southern Partnership and Newry & Mourne District Council (Promoters)	<u>Evaluation:</u> Independent evaluation conducted in 2011 by Wallace Consulting. <u>Main qualitative indicators:</u> increased contact and friendships between people from different nationalities. <u>Main quantitative indicators:</u> Quantitative indicators on actions undertaken (e.g. specialised events and number of people attended)
Living conditions of nomadic groups (By ENTP)	Roma (Nomadic Groups)	19 years Consolidated	Living conditions of nomadic groups 1) Diversify the action plans according to the typology of travelling people 2) Foster the provision of fitted accommodation 3) Develop an education support for families 4) Structure the project together with the neighbouring administrations 5) Establish a consultation and monitoring system.	Palliative actions <u>Intervention Tool</u> 1- Welcome of travelling people on the site 2-Social and education support to families 3- Adaptation of housing 4- Mediation and watch cell.	SAN de Sénart (Intermunicipality authority and administration) (Promoter) <u>Network:</u> the State; the Department Council; the local Family Allowance Fund; Municipalities; Charities.	<u>Evaluation:</u> Not available <u>Main qualitative results:</u> Not available. Battery indicators: 1) Satisfaction rate of families 2) Number of children going to school (on the number of those in school age) 3) Quantity of fitted housing delivered 4) Comparison of illegal parking/settlement over 5 years. <u>Main quantitative results:</u> Results not available. Indicators were the schooling of children by age and gender over 3 years, and the quantity of fitted accommodation for travellers.
Regional Integration Centre Foyer Brussels (RICFB) (By ENTP)	Migrants and Roma (Immigrants, Youngsters, Roma, Travellers, Refugees)	> 44 years (1969-ongoing) Consolidated	Global integration problems of ethnic minorities. 1- Establish partnership with local authorities to allow for full participation in the integration progress of the ethnic and cultural minorities 2- Develop a network of organisations working	Palliative action <u>Intervention tool:</u> 1) Shared Housing Project: Native people share the same house with a young immigrant family 2) Palace of the Normal and the Strange: a permanent exposition on racism and prejudice oriented to young audience 3) Legal Service: Legal advice and support	Foyer (non profit organization) <u>Network:</u> National partnerships with several different federal bodies and NGOs.	<u>Evaluation:</u> Not available

			directly with these groups.	4) Support centre for Roma		
Right of Stay in the German confederation specifically for Romanies: City of Göttingen	Roma (Refugees, Romanies)	(2008-2011) Ongoing for romanies	Refugees live for many years in tolerance with subordinated access to the labour market Provide temporary residence permit with an equal access to the labour market. Integration efforts (language skills, assimilation)	Palliative action <u>Diagnostic tool</u> : Questionnaire for people with temporally residents permit and Refugees <u>Intervention tool</u> : Recruitment; Social stabilization; Psychological treatment; Improving housing conditions; financial study assistance; job interviews tutorial; Passport service; Family reunification; administrative procedures (for instance procedure regarding status of refugees or unemployed).	Minister of the Interior, Federal Republic of Germany (Promoter) Local Alien Agency City of Göttingen	<u>Evaluation</u> : Independent evaluation conducted by Lawaetz Foundation. <u>Main qualitative results</u> : Improve the work and legal situation of refugees. <u>Main quantitative results</u> : 608 participants "BLEIB in Hessen". Indicators of participants by origin, gender, age, and service provided

Table 5: Programs to promote community work with migrant, Roma or ethnic minorities

NAME	FOCUS	DURATION	PROBLEM TO SOLVE MAIN OBJECTIVES	TYOLOGY ACTION	GOVERNANCE	MANAGEMENT
Integrated approach of Roma problems (By Municipality of Nieuwegein)	Roma	2 years (2009-2011) Completed	Complex problems within Roma families. Families have problems in 3 out of 9 so called living areas 1- Improving the schooling of Roma children 2- Decreasing the reliance on social benefits 3- Decreasing poverty 4- Decreasing neighbourhood nuisance 5- Decreasing of criminality	Preventive action <u>Diagnostic tool:</u> Interviews grass road level organizations <u>Intervention tool:</u> Individual approach implemented by mediators (action plan per family and responsible of coordination with other parties involved)	Municipality of Nieuwegein (promoter) <u>Network:</u> Policy office of the public prosecutor, Council of child protection, Bureau Youth care, Vitras (social work), GGD Miden Netherland (Municipal health care), three housing corporations, Movactor (Foundation for welfare work)	<u>Evaluation:</u> Project had been reviewed every 6 months based on qualitative inputs. At the end of the pilot period a qualitative research was done by Utrecht University. <u>Main qualitative results:</u> Improvement cooperation between partners. Changed views an attitudes of institutions and professionals in working with Roma people <u>Main quantitative results:</u> Relevant indicators that show the improving schooling of ROMA children and the decreasing the reliance on social benefits.
Newry and Mourne District Council Traveller Forum (By Newry and Mourne District Council)	Roma (Traveller community)	> 2 years (2011-ongoing)	Lack of representation within the local authorities of Traveller community members. Promote an inclusive civil society in the Newry and Mourne District Council area by championing Travellers rights and addressing current provisions for the Traveller community within the district'	Strategic action <u>Diagnostic tool:</u> Direct contact with the Travelling Community. The forum creates a safe space enabling meaningful discussions between the Travellers in attendance at the meetings and the other actors involved. <u>Intervention tool:</u> The Forum has been designed in such as way that elected representatives directly engage with members of the Travelling Community in Newry and Mourne to address issues of concern for the community.	External Good Relations Officer Newry & Mourne District Council (Promoter) <u>Network:</u> Confederation of Community Groups; Women and Family Health Initiative; Health and Social Services Trust; Challenge of Change Officer. Traveller community in Newry and Mourne	<u>Evaluation:</u> Not evaluated <u>Main qualitative indicators:</u> Increase of issues raised by the Traveller Community. The Forum has also been responsible to publish a regular column 'Travellers' Talk' in the local press. <u>Main quantitative indicators:</u> A quantitative result is the number of Travellers attending the meetings

3.2. Quantitative analysis

There are 22 good case practices (GCP) in total collected from partners. See the list of collected good case practices and their brief focuses in below.

Table 6: List of collected good case practices and their focuses

Partner	No.	Name of the GCP (project or action)	Focus	
Nieuwegein	1	GCP 1	Integrated approach of Roma problems	Roma
	2	GCP 2	Training “Managing Diversity”	Professionals working with Roma
Provincia di Padova	3	GCP 1	Provincial Plan for Integration	Migrants (family employment)
	4	GCP 2	Integrated job-matching and network on family employment	Migrant workers, women, in care and domestic work
ENTP	5	GCP 1	The Regional Integration Centre	Immigrants, Youngsters, Roma, Travellers, Refugees
	6	GCP 2	Social development for travelling people	Nomadic Groups
University of Latvia	7	GCP 1	Teacher’s Assistants of Roma Background	Roma
	8	GCP 2	Workplace for Youth	Youth
Alt Empordá (CCAÉ)	9	GCP 1	Programme for education and youth employment	Youth
	10	GCP 2	Catalan language teaching for foreign workers in companies	Migrant workers
Antwerpen Centre Minorities	11	GCP 1	Roma network for teachers	Roma
	12	GCP 2	Trainings for people working with Roma	Professionals working with Roma
Nagykálló	13	GCP 1	Qualitative County Local Product Programme	Unemployed Worker (Roma included) and productive activities
	14	GCP 2	Social Town Rehabilitation – labour force trainings	Under Skilled Worker (Roma included)
Mittehessischer Bildungsverband	15	GCP 1	Intercultural and Post-traumatic stress disorder trainings for job agencies case managers	Refugees, Romanies
	16	GCP 2	Right of Stay in the German confederation specifically for Romanies	Case Managers in job agency; Unemployed migrants; Refugees
Santa Cruz de Tenerife	17	GCP 1	Neighbourhoods for employment	Migrant workers
	18	GCP 2	Santa Cruz Diverse	Migrants
Newry and Mourne	19	GCP 1	Newry and Mourne District Council Traveller Forum	Traveller community
	20	GCP 2	Newry & Mourne Ethnic Minority Support Centre	Black and Minority Ethnic Communities
	21	GCP 3	Challenge of Change	Ethnic Minority (Immigrants)
Sofia Region	22	GCP 1	Model for a small family business	Roma

3.1.1 Focuses of good case practices

Taking into account that there are 31 similar and different focuses in total in the collected GCPs, the focuses can be compiled into several main groups (see **Table 7** below).

Table 7: List of good case practices per main groups of focuses

Focus	Partners' Good Practices
Roma (incl., unemployment, integration, education,..)	<ul style="list-style-type: none"> • Nieuwegein: Integrated approach of Roma problems • Nieuwegein: Training “Managing Diversity“ • ENTP: The Regional Integration Centre • University of Latvia: Teacher's Assistants of Roma Background • Antwerp: Roma network for teachers • Antwerp: Trainings for people working with Roma • Nagykálló: Qualitative County Local Product Programme • Nagykálló: Social Town Rehabilitation – labour force trainings • MBV: Intercultural and Post-traumatic stress disorder trainings for job agencies case managers • Sofia: Model for a small family business
Immigrant (employemnt, integration)	<ul style="list-style-type: none"> • Provincia di Padova: Provincial Plan for Integration • Provincia di Padova: Integrated job-matching and network on family employment • ENTP: The Regional Integration Centre • ENTP: Social development for travelling people • Alt Emporda: Catalan language teaching for foreign workers in companies • Santa Cruz de Tenerife: Neighbourhoods for employment • Santa Cruz de Tenerife: Santa Cruz Diverse • Newry and Mourne: Newry and Mourne District Council Traveller Forum • Newry and Mourne: Challenge of Change
Professionals (trainings)	<ul style="list-style-type: none"> • Nieuwegein: Training “Managing Diversity“ • University of Latvia: Teacher's Assistants of Roma Background • Antwerp: Roma network for teachers • Antwerp: Trainings for people working with Roma • MBV: Right of Stay in the German confederation specifically for Romanies
Youth	<ul style="list-style-type: none"> • ENTP: The Regional Integration Centre • University of Latvia: Workplace for Youth • Alt Emporda: Programme for education and youth employment

More detailed analyses and more distinguish structure of good case practices by focuses and fields of interest are provided in previous qualitative part of this analyses report.

3.1.2 Costs and duration of good case practices

Costs and duration of the collected good case practices vary significantly. The duration varies from 14 days of trainings (MBV GCP: Right of Stay in the German confederation specifically for Romanies) to more than 44 years of sustaining the Regional Integration Centre (ENTP GCP: The Regional Integration Centre) and the costs vary from 1.170 € per year for Traveller Forum (Newry and Mourne: Newry and Mourne District Council Traveller Forum) to 447.310 € per year for managing the diversity and intercultural dialogue (Santa Cruz de Tenerife: Santa Cruz Diverse I, II, III and IV) or total of 3,3 million € in 19 years for Social development for travelling people (ENTP: Social development for travelling people). Most of the projects, however, are being implemented in the period of 2–5 years. The list of durations and costs of the collected good case practices are in **Table 8** below.

Table 8: Costs and duration of good case practices

Name of the GCP (project or action)	Duration	Costs
Nieuwegein: Integrated approach of Roma problems	2 years	~ 350'000 € per year
Nieuwegein: Training "Managing Diversity"	3 years	15'000 € per year
Provincia di Padova: Provincial Plan for Integration	1 year	58'614,60 € per training
Provincia di Padova: Integrated job-matching and network on family employment	> 4 years	200'000 € per year
ENTP: The Regional Integration Centre	>44 years	N/A
ENTP: Social development for travelling people	19 years	Total of € 3,3 million
University of Latvia: Teacher's Assistants of Roma Background	3 years	~ 33'965 € per year
University of Latvia: Workplace for Youth	2 years	~ 200'00 € per year
Alt Emporda: Programme for education and youth employment	> 1 year	Total 17'942 €
Alt Emporda: Catalan language teaching for foreign workers in companies	4 years	N/A
Antwerp: Roma network for teachers	3 years	N/A
Antwerp: Trainings for people working with Roma	> 6 years	N/A
Nagykálló: Qualitative County Local Product Programme	5 years (planned)	Total ~ 179'000 €
Nagykálló: Social Town Rehabilitation – labour force trainings	1 year	Total ~ 116'000 €

MBV: Intercultural and Post-traumatic stress disorder trainings for job agencies case managers	4 years	N/A
MBV: Right of Stay in the German confederation specifically for Romanies	14 days	N/A
Santa Cruz de Tenerife: Neighbourhoods for employment	> 3 years	225'000 € per year
Santa Cruz de Tenerife: Santa Cruz Diverse	3 years	447'310 € per year
Newry and Mourne: Newry and Mourne District Council Traveller Forum	>2 years	1'170 € per year
Newry and Mourne: Newry & Mourne Ethnic Minority Support Centre	>5 years	N/A
Newry and Mourne: Challenge of Change	>5 years	~ 469'167 € per year
Sofia: Model for a small family business	> 7 years	~ 181'123 € per year

3.1.4 Innovative elements in good case practices

All good case practices contain descriptions of innovative elements (see Annex 1). Although there is a notable diversity of good case practices, including their innovative elements, as a result of content analyses it has been possible to create 8 groups of main innovative elements in order to facilitate the navigation through all good practices and their main characteristics. These groups are:

1) Information and communication technologies (ICT)

- Usage of information and communication technologies within the implementation of good case practice – web portals, matching systems, forums.

2) Combination of support and enforcement of law

- Combination of support for participating society and the consistent enforcement of laws and rules.
- Transfer of informal Roma activity to formal economic one, registered and tax responsible.

3) Innovative methodologies

- Contents of trainings (for professionals and target groups).
- Practical angles within the trainings.
- Experimental methodologies for cooperation.

4) Integrative approach.

- Simultaneous support that covers different issues of the target group such as education, employment and social issues, accommodation, counselling, improvement of living conditions.

5) Motivation

- Support and guidance for target groups.
- Mental and life conduct courses and advices.
- Communicative work with target groups emphasizing motivations aspects.

6) Networking

- Involvement and cooperation of different organizations, different levels of management, direct involvement of main actors (e.g. employers, job seekers), public-private partnerships.

7) Preservation of multiculturalism

- Decrease discrimination and alienation between service providers and target groups.
- Diversity management and intercultural coexistence.
- Support centre for ethnic minority residents.

8) Segmentation of target groups

- Covers different target groups (migrant families, elderly, Roma and others).

It is to be taken into account that all good case practices to some extent contain different characteristics of innovative elements. **Table 9** below shows the list of good case practices where the respective group of innovative elements are most demonstrative.

Table 9: List of good case practices per groups of main innovative elements

Innovative elements	Partners' good case practices
ICT	<ul style="list-style-type: none"> • Provincia di Padova: Provincial Plan for Integration • Provincia di Padova: Integrated job-matching and network on family employment • Newry and Mourne: Newry and Mourne District Council Traveller Forum
Combination of support and enforcement of law	<ul style="list-style-type: none"> • Nieuwegein: Integrated approach of Roma problems • Sofia: Model for a small family business
Innovative methodologies	<ul style="list-style-type: none"> • Nieuwegein: Training "Managing Diversity" • ENTP: The Regional Integration Centre • Antwerp: Roma network for teachers • Antwerp: Trainings for people working with Roma • MBV: Intercultural and Post-traumatic stress disorder trainings for job agencies case managers • MBV: Right of Stay in the German confederation specifically for Romanies
Integrative approach	<ul style="list-style-type: none"> • Nieuwegein: Training "Managing Diversity" • Provincia di Padova: Integrated job-matching and network on family employment • ENTP: Social development for travelling people • University of Latvia: Teacher's Assistants of Roma Background • Nagykálló: Social Town Rehabilitation – labour force trainings • MBV: Right of Stay in the German confederation specifically for Romanies • Newry and Mourne: Newry & Mourne Ethnic Minority Support Centre • Newry and Mourne: Challenge of Change
Motivation	<ul style="list-style-type: none"> • Alt Emporda: Programme for education and youth employment • Nagykálló: Social Town Rehabilitation – labour force trainings • Santa Cruz de Tenerife: Neighbourhoods for employment • Sofia: Model for a small family business
Networking	<ul style="list-style-type: none"> • Nieuwegein: Integrated approach of Roma problems • Provincia di Padova: Provincial Plan for Integration • ENTP: The Regional Integration Centre • ENTP: Social development for travelling people • University of Latvia: Workplace for Youth • Alt Emporda: Catalan language teaching for foreign workers in companies • Antwerp: Roma network for teachers • Nagykálló: Qualitative County Local Product Programme • Santa Cruz de Tenerife: Neighbourhoods for employment • Santa Cruz de Tenerife: Santa Cruz Diverse • Newry and Mourne: Newry and Mourne District Council Traveller Forum

Preservation of multiculturalism	<ul style="list-style-type: none"> • University of Latvia: Teacher's Assistants of Roma Background • MBV: Intercultural and Post-traumatic stress disorder trainings for job agencies case managers • Santa Cruz de Tenerife: Santa Cruz Diverse • Newry and Mourne: Newry & Mourne Ethnic Minority Support Centre • Newry and Mourne: Challenge of Change
Segmentation of target groups	<ul style="list-style-type: none"> • ENTP: The Regional Integration Centre • Santa Cruz de Tenerife: Santa Cruz Diverse

3.1.5 Transferability

Most of the good case practices show rather good transferability, meaning they are rather easy transferable for implementation by other partners in their municipalities; however some preconditions are to be considered:

- Partners should have similar backgrounds, challenges, territorial coverage and the limitation of the particular case, e.g., the experience of the Regional Integration Centre Foyer Brussels would be limited to the country or region where minorities living in nomad style exist. Some good case practices are meant for rural areas only.
- Most of good case practices should be implemented by experienced professionals, which might require more comprehensive transfer of knowledge and experience, as well as the preparation of professionals.
- Interference with other existing or planned projects and programmes.
- Level of governance (national, regional, local) – in cases it differs among the partners adjustments are to be considered carefully.
- Preparation activities for transferring the experience.
- Funding opportunities.
- Involvement of stakeholders.

4. WORKSHOP ON GP'S ANALYSIS: MAIN CONTRIBUTIONS OF THE PARTNERS

The purpose of this chapter of Good Practices Analysis Report is to collect the main points expressed by Labour Plus project partners on Good Practices collected in the workshop held in Santa Cruz de Tenerife on April 12, 2013.

From the first draft report of Good Case Practices Analysis, we proceeded to work in depth with partners the elements of interest. The workshop, conducted by Alt Empordà County Council and Latvia University, had the following main aims:

- 1) To incorporate the partners visions on the Good Practices Analysis.
- 2) To improve the Key Recommendations of the Final GP Report.
- 3) To close de Final GP Report and link this work with the next step of the Action Plan (to design a Labour Inclusion Model)

In order to collect the views of all partners relating to the GP analysis, CCAE and Latvia University provided a *Reading Guide* to accompany partners in this work of reflection. According to the matters raised in the *Reading Guide*, the workshop was divided into two main parts:

In the first one, partners worked on the suggested questions 1 and 2 of the *Reading Guide*.

Q1. Considering the 22 cases analysed what two good practices would you select as the most interesting? In each case, can you give us the two main reasons that match this selection?

Q2. What kind of Good Practices do you think might work the best in your local environment?

In the second part, partners worked on the questions 3 and 4 of the *Reading Guide*.

Q3. In the selection of cases potentially transferable to your context, what sphere of action will be chosen to develop your own experience?

Q4. Taking into account all the cases analysed, what experiences or intervention tools do you think are missing in the existing collection of good case practices?

4.1. A wide variety of good practices were chosen by partners

In the early part of the session all the partners presented what were the good practices that they found most interesting and those who believed they could work better in their own country.

The opinions of all the partners who participated in the workshop are summarized below:

1) Municipality of Nieuwegein, found interesting the following good practices:

- Neighbourhoods for employment, Santa Cruz de Tenerife. Especially interesting approach is considered community work oriented to the employment of groups at risk of social exclusion.

- Roma Network for Teachers, Antwerp. From this experience the partner underlined the group of professionals with whom they work, as it have similarities with their own experience.

With regard to these two projects the partner highlighted that despite not being too innovative projects, they were interesting because are centered in areas of intervention in which they already have performed actions. Both practices were also selected as they have in mind to develop some aspects of them at local level.

In relation to these good practices, Newry & Mourne indicated their interest in community work approach to work with groups of people of immigrant origin or Roma and the relevance of the collaboration between public and private sectors.

2) Province of Padova, explained that the main criterion when selecting the best practices was that they were transferable to their local reality and competencies of their institution. From this perspective, they found interesting the following practices:

- Okup'Alt, Training for youth unemployment, CCAE. From this experience found particularly interesting to work with early school leaving, since education is a provincial competence in their territory and there are many children at school of immigrant origin.

They also found interesting those experiences focusing on specific training to professionals who work with the target groups of the Labour Plus project. In some cases, such experiences are already under way as they are not so expensive proposals, but now they have problems to recruit new teachers.

3) ENTIP, as a local government platform and therefore as an organization that does not provide services directly to the public, said they have had difficulties in selecting the good practices that best suit to their reality. However, they stated that the most interesting experiences were those that facilitate the creation of jobs among the groups at risk, which is the point were Labour Plus Project focuses their work. Among the set of practices collected by the project that were considered most interesting stand out:

- Training sessions for people working with Roma, Antwerp. They considered it is an action simple to implement that can have quite significant impact. From their point of view it would be very interesting to include politicians in this kind of actions.

4) **Sofia Regional Authority**, this partner felt that, in general, good practices have had a much theoretical focus than a more practical approach, as the one adopted by their programs to work with Roma community. For this reason, they explained that they met difficulties in finding interesting experiences that could be transferred to its reality. They suggested that from their point of view, the analysis should have rated good practices from two categories: those oriented to the labour market and those experiences working in social field. In their opinion, the most interesting practices have been:

- "Kallas Duet" Qualitative County Local Product Program, Municipality of Nagykovács. They found interesting this practice because works in a predominantly rural area and could be transferred to its reality. In Bulgaria a significant part of the Roma people live in rural areas.

- Traveller Forum District Council, Newry and Mourne. This experience was also considered interesting and easily transferable as the Bulgarian Roma community is very diverse. In this sense, they considered that a space that facilitates interaction between government and different groups could be very interesting.

5) **The Antwerp Centre of Minorities**, stated that the current financial difficulties and budget cuts made difficult the implementation of new work experiences in these areas. However, they stressed that the experiences that were most interesting were the following ones:

- Euriclea: job-matching and integrated network where family employment, Province of Padova. In relation to this experience they found interesting that it worked specifically with the female group and their abilities and also provide training to professionals working with this group.

- Training "Managing Diversity", Municipality of Nieuwegein.

6) **Newry & Mourne** found especially interesting the experiences working with the Roma collective oriented to meet the difficulties of cultural understanding between different communities living in the region. The different nature of the Roma living in the partners countries determines how to approach and define projects in each case. In particular, this partner notes the following projects:

- Teachers Assistants Background of Roma, Latvia University. In their territory they have schools with a high percentage of Roma population (almost 100% in some cases).

- Training sessions for people working with Roma, Antwerp.

6) **Development Agency of Santa Cruz de Tenerife** found interesting the following good practices:

- Okup'Alt, Training for youth unemployment, CCAE. Expose their interest to work preventively the issue of early school leaving both with native and immigrant population, as their territory has a high drop-out rate (about 50%) . However, it would be very interesting to adapt this good practice to the specific needs of the region.

- Euriclea: job-matching and integrated network where family employment, Province of Padua. They found interesting in this experience to work with a group of particularly vulnerable population (women and domestic work).

8) **Mittelhessischer-Bildungsverband** noted, first, that in the medium / long term would be interesting for them implementing projects focused on creating jobs for groups at-risk, such the experiences related on the following practices:

- Kallas Duet "Qualitative County Local Product Program, Municipality of Nagykálló.

- Model for a small family business, Sofia Regional Authority.

However, to carry out these projects in its territory, they need to promote prior work on this field. In this sense, the two projects that they considered most interesting to go on this direction, and that now would be easy to implement, would probably be:

- Teachers Assistants of Roma Background, Latvia University

- Roma Network for Teachers, Antwerp

- Okup'Alt, Training for youth unemployment, CCAE. The positive of this experience focuses on the combination of training and job practice, and the mediation work that has been done between young and businesses.

9) **Latvia University** sets out that to select good practice they used a criteria of innovative experiences due to their own environment. In this sense, they only have considered the good practices that fit to this criteria. In this direction, the one that presents more similarities is the experience presented by the Bulgaria partner:

- Model for a small family business, Sofia Regional Authority. However, he noted the difficulty of implementing this experience for their institution.

Secondly, they also found very interesting the following practices:

- Okup'Alt, Training for youth unemployment, CCAE.

- Training for case managers in job agencies, Mittelhessischer-Bildungsverband.

10) **Alt Empordà's County Council** select 2 GP's centred on working with professional teams:

- Training Sessions for people working with Roma, Antwerp

- Training “Managing Diversity”, Municipality of Nieuwegein

The main reason of that choice were: first, both are focused on civic integration and are oriented to promote community work with migrant, Roma or ethnic minorities. Second, are focused on preventive and strategic direction. Third, are focused on community work.

In this group, CCAE found interesting the development of preventive work with different actors, such as young people, families, enterprises and professional teams. CCAE also found suggestive the introduction of innovative methodologies to address and work with diversity.

Given the current development of their devices and resources to work with people of immigrant origin, their priorities are to educate properly their professionals and to give them skills to improve the community work. In this sense, they think that the two selected GP centred on working with professional teams, can give them interesting strategies and methodologies in this direction.

In a another kind of social and labour policies more focused on specific intervention with groups of unemployed immigrants, they think it also may be a reference the experience of Nagykálló “Kállai Duet” (Qualitative County Local Product Programme, Municipality of Nagykálló), focused on giving opportunities to permanent unemployed people in the field of healthy local agricultural products.

For CCAE this GP can be adapted to the labour needs of migrant people in their territory. For Alt Empordà may be strategic to design actions with immigrant people with low level of studies to promote the creation of jobs linked to agricultural production.

Table 10. Most interesting GP's selected by Labour Plus partners

Partner	GP's selected by partner
Municipality of Nieuwegein	Neighbourhoods for employment (Santa Cruz)
	Roma Network for Teachers (Antwerp)
Province of Padova	Okup'Alt. Training for youth unemployment (CCAIE)
	Training for professionals GP's (Antwerp and Nieuwegein)
ENTP	Training sessions for people working with Roma (Antwerp)
Sofia Regional Authority	"Kállai Duet" Qualitative County Local Product Programme (Municipality of Nagykallo)
	District Council Traveller Forum (Newry & Mourne)
Newry & Mourne	Teachers assistant of Roma Background (University of Latvia)
	Training sessions for people working with Roma (Antwerp)
Antwerp Centre of Minorities	Euriclea: integrated job-matching and network on family employment (Province of Padova)
	Training "Managing Diversity". (Municipality of Nieuwegein)
Development Agency of Santa Cruz de Tenerife	Okup'Alt. Training for youth unemployment (CCAIE)
	Euriclea: integrated job-matching and network on family employment (Province of Padova)
Mittelhessischer-Bildungsverband	Teachers assistant of Roma Background (University of Latvia)
	Roma Network for Teachers (Antwerp)
University of Latvia	Okup'Alt. Training for youth unemployment (CCAIE)
	Model for a small family business, Sofia Regional Authority
	Okup'Alt. Training for youth unemployment (CCAIE)
Alt Empordà's County Council	Training for case managers in job agencies (Marburg)
	Training sessions for people working with Roma (Antwerp)
	Training "Managing Diversity". (Municipality of Nieuwegein)

Source: Compiled from the contributions of the partners in the workshop

4.2. Seven priority areas of intervention were detected by partners

Regarding the second part of the work session, focusing on the preferred areas of intervention of each partner and perceived shortcomings in the good practice report (questions 3 and 4 of the Reading Guide), the main contributions of the partners are synthesized below:

Municipality of Nieuwegein, highlighted the interest in developing experiences that carry out activities in the field of education and training of professionals who work with the target groups of the Labour Plus Project, as well as deepen the knowledge and implementation of community work methodology aimed to improve the employability of these groups.

In relation to the issues and tools that were missed among the good practices compilation highlighted in particular those related to working with people not motivated to reverse their personal situation.

Province of Padova, among the GP's they had missed experiences driven directly from the private sector, as well as projects run directly by the immigrant population.

ENTP missed experiences gathered from the private sector-driven projects, as well as those more focused on the target groups of Labour Plus project. On the other hand, they missed more tools and good practices aimed at improving the shortcomings of representation and participation of these groups in public life.

Sofia Regional Authority, stressed that they missed more specifically experiences aimed at self-employment of the most vulnerable population. In this regard emphasize the importance of these groups to find economic activities in which they feel comfortable and socially recognized by society.

The Antwerp Centre of Minorities expressed their interest in developing preventive projects in the field of early school leavers, with young Roma girls. They also showed their interest in promoting preventive work with children. In this sense, they missed practices that work specifically with these two profiles.

Development Agency of Santa Cruz de Tenerife, expressed their interest in carrying out projects to support entrepreneurship driven directly by groups at risk, although a priori considered difficult to develop them in the context of the current crisis. In this regard they emphasized the fact that immigrant population with business initiatives can not be attended due to the exposed limitations.

Regarding issues that have missed out on good practice compilation were those related to research funding for self-employment projects for these groups.

Newry & Mourne, showed interest in subject areas related to hosting projects in the region, as well as related community work with the target groups of the Labour Plus project. They have not missed any specific topic, tool or experience in good practice report.

Mittelhessischer-Bildungsverband, as Newry & Mourne partner, considered interesting and strategic those projects related to host people from immigrant origin and those related to community work. They would be interested in developing some kind of program in this direction.

They missed experiences oriented to the employment of women in places and workplaces where men predominate (vertical and horizontal segregation of the labor market).

University of Latvia, was mainly interested in working in the educational field, especially with the group of young people.

As for areas where they missed good practices they highlighted those centered on how to recognize the skills and abilities of the immigrant population that may not prove their level of education.

Alt Empordà's County Council. The sphere of action in which CCAE will focus their priorities is community work with people of immigrant origin. This priority will be

oriented in different directions and steps (Working with professionals; mentoring and training programs for unemployed; empowering and training people for self-employment; facilitate the creation of the network to generate synergies between entrepreneurs; to establish routes to recognize work experience, skills and training through professional certificates).

CCAIE missed knowing experiences of the partners oriented to work with groups of people of immigrant origin in the following areas of intervention:

- a) Experiences promoting entrepreneurship with people of immigrant origin at risk of social exclusion.
- b) Training on community work oriented to social workers and other professionals.
- c) Working with local associations to promote citizen-based partnerships.
- d) Digital literacy projects.
- e) Recognition of individual skills and abilities through professional certification instruments.

The first chart show a summary of the results of the workshop. We show the main areas of partner's interest for transferring good practices. We identified 7 areas in which converge interests between the partners:

- 1) Training professionals with target groups
- 2) Early school leaving prevention
- 3) Community work with groups at risk
- 4) Welcome and support groups for migrants and Roma
- 5) Preventive work with children
- 6) Fostering entrepreneurship in groups at risk
- 7) Training of young

Graphic 1: Areas of partner's interest for transferring good practices



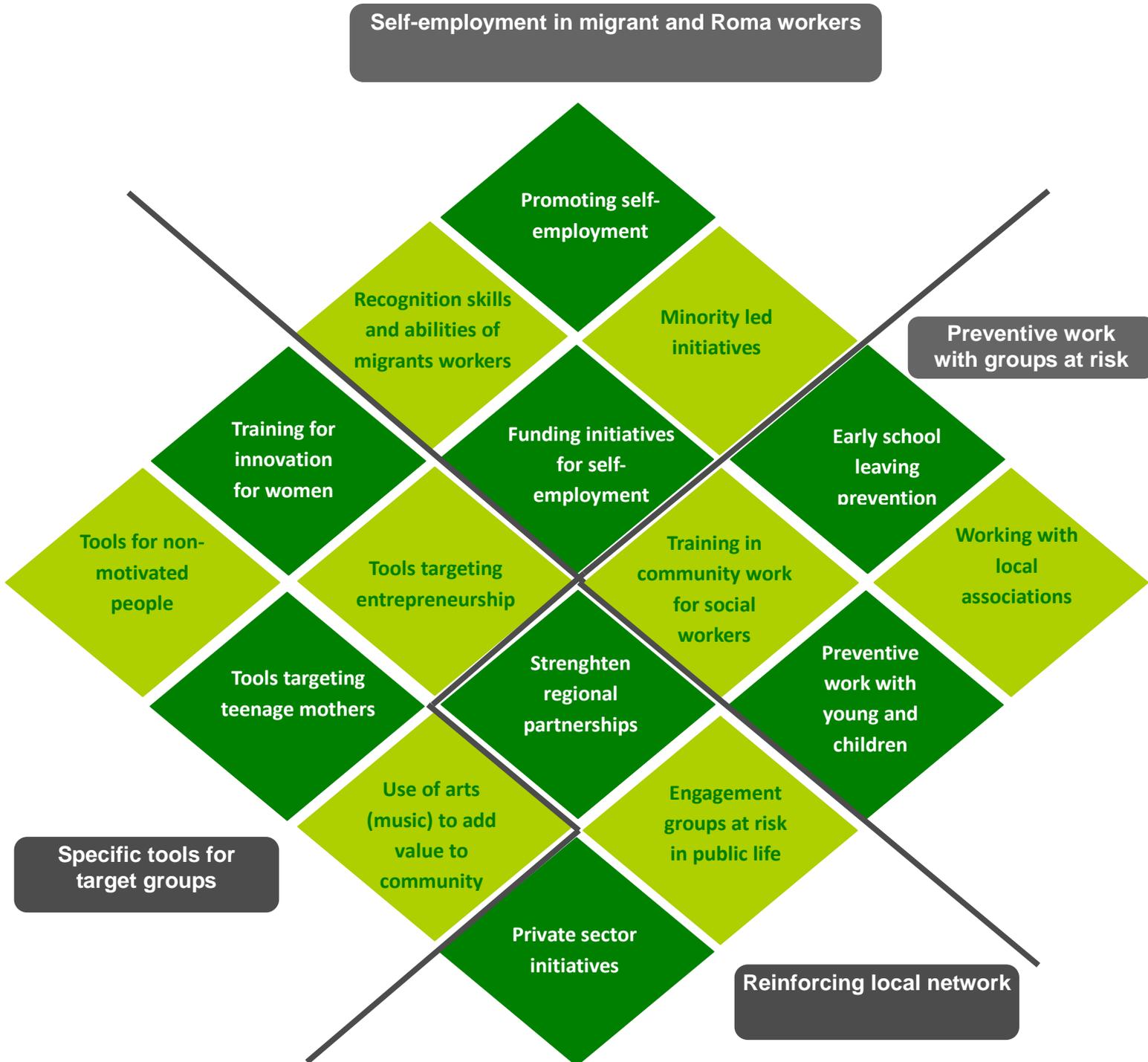
Source: Compiled from the contributions of the partners in the workshop

The second chart shows the main missing experiences detected by partners in GP's analysis. In this field the partners have identified different public policy and thematic areas that have not been developed by the cases studied but should be taken into account in the near future to develop a model of Labor Inclusion.

We can identify 4 main areas of interest which can be developed to improve our analysis and the work that we have to do for developing our Labour Inclusion Model:

- 1) Public policies, services or activities to promote self-employment between migrant or Roma workers.
- 2) Public policies, services or activities to develop preventive work with groups at risk.
- 3) Specific tools to work with targeted groups.
- 4) Activities to reinforce local network to work with people at risk.

Graphic 2: Missing experiences detected by partners in GP's analysis



Source: Compiled from the contributions of the partners in the workshop

5. KEY RECOMMENDATIONS

From the analysis of Good Practice that has been carried out and the recent studies made in this field of action by international agencies, a set of proposals can be provided that should be considered in the future discussions and in the design of Labour Inclusion Model, one of the main aims of the Labour Plus Project.

1) Approach to new arrivals: it is preferable to have combined language and labour market integration as part of a more comprehensive activation and integration strategy

- Link language training with early work experience.
- Adapt language courses to the needs of the labour market and to immigrants and Roma competence levels.
- Target between 300 and 500 hours of language courses for the majority of immigrants.
- Provide incentives for municipalities, local government and language-course providers to get immigrants rapidly integrated into the labour market.
- Provide a stepwise introduction into the labour market through a sequence of language training, on-the-job training, and possibly subsidized employment.
- Welcome immigrants or Roma population by providing to them all relevant services “under a single roof”.

2) Enhance contacts between immigrants or Roma population and labour market as well as social actors – employers, companies, NGOs, other job seekers.

- Promote enterprise-based training for immigrants and their offspring.
- Establish networks through mentoring schemes.
- Implement pro-active and anti-discrimination and diversity policies in enterprises.
- Involve the social partners in the labour integration process.
- Promote temporary employment and temporary agency work as a stepping-stone to more stable employment.

- Programmes or measures to combat discrimination in the labour market and discriminatory behaviour on the part of employers. Diversity policies based at the level of the individual enterprise (pro-active measures)

3) Better use of the skills of migrants and promotion of self-employment in this groups

- Gap pronounced for those with a low education. More attention should be paid to this group, including company-based training, employment agency work and mentorship programmes.
- Enhance transparency regarding the assessment and recognition of foreign qualifications and skills.
- Provide bridging courses with the involvement of all actors.
- Enhance accreditation of prior learning.
- Accompany immigrants or Roma self-employment and facilitate their access to financial credits. Programmes or measures for accompaniment in the start-up stage of new businesses.
- Better use of the qualification of immigrants. Programmes or measures to promote immigration of the highly-skilled.
- Transparent assessment and recognition processes of degrees and work experience acquired in their country of origin. Measures for the accreditation of prior learning (APL). Recognising qualifications acquired abroad more easily is an important measure to promote integration within high-skilled occupations and make full use of given skills.
- Develop programs specially designed for youngsters, to reinforce their learning of skills and knowledge.

4) Better integration into the labour market

- Relevance of the investment made to improve the educational attainment of the children of immigrants or Roma population. Early intervention has proved very effective for the integration of children. Early participation in the host-country's educational institutions has proved important in raising educational outcomes,

and there is evidence that this has a much stronger impact on the children of immigrants or Roma population than on the children of natives.

- Elements of affirmative action. Strong affirmative-action policies in the education and schooling system.
- Promote greater awareness to facilitate access of the population of immigrant origin in public service
- Activate inactive immigrant or Roma mothers in conjunction with childcare and school.
- Promote programmes oriented to school-to-work transition pathway (apprenticeship).

5) Multilevel governance

- More effective labour integration strategies should be put in place on local, regional, national and European level, and interaction and cooperation between all these levels and among all key stakeholders should be facilitated.

6) Reinforcing local network

- Strengthen regional partnership.
- Engagement groups at risk in public life.
- Promote coordinated work with private sector initiatives.

7) Developing specific tools for target groups

- Tools for innovation for women.
- Tools for non-motivated people.
- Tools for targeting entrepreneurship.
- Tools for targeting teenage mothers.

8) Preventive community work with groups at risk

- Early school leaving prevention.
- Working with local associations.
- Training in community work for social workers.
- Preventive work with young and children.

ANNEX 1: GOOD PRACTICES

1. Programs for the education and training of job seekers

Saper Essere – Saper Fare

Analysis Parameters	Description
Action Name	Saper Essere – Saper Fare Provincial Plan for Integration
Promoter	Province of Padua
Contact Information	Giorgio Santarello and Barbara Pasquali
Start year	2012 (part of the three-year Plan of the Veneto Region)
End year	2013
Problem it addresses	<p>In the province of Padua 10% of the population is made up of migrants, with higher rates in some towns of the province. The main reason for immigration is work, where immigrants are concentrated in the sectors of construction, business services and family assistance .</p> <p>Safety at Work is one of the main themes identified as relevant in the plan, as safety aspects are of great significance in economic sectors where immigrants are concentrated.</p> <p>Other issues addressed in the plan concern the integration process, which starts from social-labour integration but affects citizenship in many respects.</p> <p>The provincial plan is part and parcel of the policies of the Veneto Region, which finances it.</p> <p>The initiatives respond to the social and labor inclusion needs, and is developed as part of the general training and work placement activities while also addressing the issue of fight against illegal immigration.</p>
Actors involved in the action design	Province of Padua
Actors involved in the implementation	Province of Padua, University of Padua, municipalities of the province, immigrants registered in the regional Roster of Associations (Regional Law 9/1990)
Brief description and main objectives	<p>The plan is based on four areas of activity.</p> <p>1 -TRAINING AND INFORMATION ON SAFETY IN THE WORKPLACE</p> <p>Objectives:</p> <ul style="list-style-type: none"> - To increase the provision of training in critical situations through: training of foreign workers in construction sector workers of cooperatives - To improve learning and competency assessment through the use of e-learning - To raise awareness of the phenomenon of death at the workplace through targeted and a provincial seminar for the presentation of results. <p>Activities:</p> <ul style="list-style-type: none"> - specific courses in the classroom aimed at immigrants,

	<p>especially to workers employed in construction, agriculture, transport and cooperatives - modules of 8 and 16 hours</p> <ul style="list-style-type: none"> - workshops with specific immigrant communities open to the citizens of the involved municipalities of the province of Padua, and in the province with Italian and foreign youth, to inform young people on issues of work guidance for their entry in the labor market, and workshops open to citizens in cooperation with municipalities, associations and companies in the areas involved - training modules in various languages and e-learning mode <p>2. LANGUAGE AND CULTURE TRAINING FOR CARE GIVERS</p> <p>Objectives</p> <ul style="list-style-type: none"> - To increase the understanding and integration through courses related to the Italian language, care and hygiene and the culture and traditions of the Veneto. - To improve intercultural relations, human relations, communication by creating greater awareness of culture in everyday interaction with each other. <p>Activities</p> <p>The main activities include training courses aimed at social integration and knowledge of Venetian culture.</p> <ul style="list-style-type: none"> - Venetian and Italian language lessons for care givers - The “taste” workshops have as foundation food preparation, food as a transcultural commonality and culinary traditions: Lectures and practical classes with the preparation of recipes. At the end of the workshops a cooking performance for immigrants and older people who took part in the workshop was organized <p>.</p> <p>3. EDUCATION AND TRAINING OF FRONT OFFICE STAFF AND CULTURAL /LANGUAGE MEDIATORS</p> <p>Objectives</p> <ul style="list-style-type: none"> - To model and create the register of provincial cultural mediators <p>Activities</p> <ul style="list-style-type: none"> - Structure of the model broken down into thematic areas of specialization (health, etc) - Selection of mediators - Up-skilling of linguistic - cultural mediators in collaboration with the University of Padua - Internships in collaboration with the University of Padua - Public meetings organized in collaboration with the associations to raise awareness on the figure of the mediator and with educational institutions and other public bodies on the initiative <p>4. COORDINATION WITH THE NATIONAL IMMIGRATION OFFICES FOR ENTRY REQUIREMENTS IN ITALY</p> <p>Objectives</p> <ul style="list-style-type: none"> - To improve coordination with the immigration National offices and other institutions and the third sector through a system of interoperability of ICT tools <p>Activities:</p>
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	- creation of system interoperability of the portal of the Province with the portal Venetoimmigrazione.it of the Veneto Region and the Ministry portal that allows operators to store their interventions, to monitor the case, follow the procedures in different situations.
Financial resources (annual budget)	€ 58,614.60: for the training of the Province of Padua plus € 31,484.00: quota for immigrant associations registered in the Regional Roster)
Distribution of funding between agents (in percent)	€ 58,614.60 divided between partners of the project (15%), University of Padua (25%), Municipalities of the province (50%), a portion set aside for the Province (10%) € 31,484.00: ALII - Association of migrant and Italian workers (15%), Ebene African women (15%), Japoo (20%), Migramente (35%) and Columna (15%)
Main beneficiaries	Non-EU citizens, cultural mediators, Italian citizens
Territorial coverage	The Province of Padua
Operational dimension (diagnostic tools)	- Analysis of regional data on employment and training - Consultation with regional stakeholders (provincial consultation network) - Informal territorial surveys
Operational dimension (intervention tool)	See activities point 9 : Traditional and experiential training Network meetings Use of ICT tools
Who has assessed the experience?	Region of Veneto
Qualitative Results (evaluation indicators)	<p>Area 1</p> <ul style="list-style-type: none"> - Increased knowledge on the issue of safety in the workplace and the ability to prevent hazards in the workplace - informative innovative, customized and flexible training models on various issues related to safety in the workplace are capitalized - e-learning for use by the target community and the Province of Padua in order to give access to training is open to all citizenship and in particular immigrant communities - employers have increased awareness of the importance of safety at work <p>Area 2</p> <ul style="list-style-type: none"> - Increased capacity for analysis and intervention in helping to activities of a domestic and personal care - Improved capacity in assisting health and social services; - improved collaboration with other professionals and family members. <p>Area 3</p> <ul style="list-style-type: none"> - Regional institutions endorse the model and role of linguistic and cultural mediator - the range and quality of cultural mediators in the Province of Padua is made uniform and standardized <p>Area 4</p> <ul style="list-style-type: none"> - Greater accessibility for monitoring and integrated management of cases through the use of the computer system.

<p>Quantitative Results (evaluation indicators)</p>	<p>Area 1 Nr of specific courses (150 hours classroom training) aimed at immigrants, especially to workers employed in construction, agriculture, transport and cooperatives Nr. of workshops with targeted activities for Italian and foreign youth Nr. of e-learning training modules in various languages and in self-learning mode</p> <p>Area 2 Nr. of training courses for a total of 150 classroom hours nr. of taste workshops for a total of 50 hours of training nr of evening or afternoon event open to the citizens</p> <p>Area 3 nr. of subscribers to the list of provincial cultural mediators in different thematic areas of intervention</p>
<p>Innovative elements</p>	<p>Provision of a provincial list of accredited cultural mediators, working with immigrant associations, the use of ICT tools. The Network that was formed with associations of immigrants with which the Labour Sector and Education collaborates for the first time in 2011, cooperation with the actors involved in the implementation of the Plan.</p>
<p>Transferability to other experiences</p>	<p>This program represents a policy approach, which can be transferred, both in the development and implementation phases.</p>

OKUP'ALT. Programmes Education and youth employment in the Alt Empordà

Analysis Parameters	Description
Action Name	OKUP'ALT Programme Education and youth employment in the Alt Empordà
Promoter	Consell Comarcal Alt Empordà- Youth Area
Contact Information	Jordi Claparols Cap àrea de Joventut, Consell Comarcal de l'Alt Empordà jclaperols@altemporda.org T. 00 -34- 972 673 728
Start year	2011 pilot experience 2012. First edition: February, 13 th to April, 27 th .
End year	Ongoing project
Problem it addresses	Accompany young people who have left school before completion regulated studies, in the process of training and integration into the labour market, to avoid risky behaviors and social exclusion processes.
Actors involved in the action design	6) Youth Area Consell Comarcal de l'Alt Empordà (technical area coordinator and technical professionals in youth) 7) 26 Municipalities 8) Fundació per a la Promoció dels Oficis (private entity that brings together entrepreneurs of the region linked to specific trades)
Actors involved in the implementation	2) Youth Area Consell Comarcal de l'Alt Empordà (technical area coordinator and youth professionals) 3) 26 Municipalities (Spaces for youth and technical professionals in youth) 4) Fundació per a la Promoció dels Oficis (private entity that brings together entrepreneurs of the region linked to specific trades) 5) Trainers 6) Monitors 7) Social Area Consell Comarcal de l'Alt Empordà 8) Economic Development Area Consell Comarcal de l'Alt Empordà 9) Taula de Formació i Ocupació Juvenil (Space county participation on Youth Training and Employment) 10) Bureau of Labor in Figueres (Department of Business and Employment, Generalitat de Catalunya) 11) Young people 12) Families
Brief description and main objectives	Okup'Alt Project aims to provide a resource for young people aged 16 to 18 who have not passed compulsory education, enabling them to continue their education and acquire knowledge and skills to their insertion into the labour market. The project enables young people to train in different trades as an alternative to unemployment and as a strategy to get a job. The project is aimed at all young people in the region regardless of their sex, nationality or origin. The project is divided into three training groups for a period of three months. It offers 25 hours of training and work each week (9:00 a.m. to 14:00 p.m.). Total training hours: 105 hours in 3

months, divided in 76 work hours, 20 training hours and 9 tutoring hours taught by trainers, monitors, entrepreneurs and technical professionals in youth.

Training groups are tailored to the employment needs of the region. In the first edition of the project were created three different groups:

- 1) Craft: cabinetmaker and wood models. Manufacture of doors, windows and other woodwork.
- 2) Trade: commercial and technical marketing. Customer service and approach to the business of the district.
- 3) Agriculture: pruning large olive farms. Knowledge of the processes of collection and processing of oil. Introduction to the vine and wine production.

The methodological principles that articulate the design of this public resource are:

Mainstreaming: the project is carried out from a cross perspective and is implemented between different professionals and institutions, taking young people a key role in its development.

Accessibility: the project must facilitate youth access to this resource regardless of their municipality of residence.

Participation: young people choose their group leaders who participate in weekly coordination meetings.

Innovation: the public-private partnership that provides access to professional trainers, material and work spaces.

Sustainability: project has the support of the companies that are part of the Fundació per a la Promoció dels Oficis, which provide facilities and professionals. The municipalities cooperate in the transfer of municipal technical professionals and equipment. The Consell Comarcal de l'Alt Empordà provides the necessary human resources for the organization and project monitoring.

General objectives:

- Promote various trades among youth in the region.
- Bring young people to companies in the region.
- Provide a resource to decrease the percentage of young people who neither study nor work.

Specific objectives:

- 1) Increase self-esteem of young people and improve their autonomy.
- 2) Involving young people in a common project and encourage the culture of effort and responsibility at work.
- 3) Improving relationship skills and exchange of knowledge and experiences.
- 4) Minimize the impact of youth unemployment.

	5) Promote trades that can be job opportunities for young in the future.
Financial resources (annual budget)	The annual budget (€ 17,942 - 2012) is divided into the following headings: 3) Trainers specialists: 8,400 euros 4) Monitors: 6,000 euros 5) Mobility: 500 euros 6) Materials: 2,300 euros 7) Insurance: 492 euros 8) Final party: 250 euros
Distribution of funding between agents (in percent)	The funding is provided 100% by the Consell Comarcal de l'Alt Empordà. For the 2012 edition two local banks made a contribution of € 6.000.
Main beneficiaries	The project is aimed at young people aged 16 to 18 who have not completed their compulsory education and do not work. The selection of young prioritizes cases of greater vulnerability and risk.
Territorial coverage	The participating municipalities in this project are: Avinyonet de Puigventós, Biure, Boadella and Les Escaules, Borrassà, Cadaqués, Capmany, El Far d'Empordà, El Port de la Selva, Espolla, Garriguella, L'Armentera, Lladó, Llers, Navata, Palau-saverdera, Pont de Molins, Pontós, Portbou, Sant Climent Sescebes, Sant Miquel de Fluvià, Santa Llogaia d'Alguema, Ventalló, Vilafant, Vilajuïga, Vilamalla and Vilasacra. This 26 municipalities represent the 19,5% of total population of the Alt Empordà region. The project is also open to all young people of the region registered in the Figueres Bureau of Labour (Department of Business and Employment, Generalitat de Catalunya); youth served by social services; youth served by economic development services and youth attended by the Equipment for children and teenagers in the region, with independence of their township residence. In the same way, the project is open to young people of the city of Figueres and La Jonquera, due to the support that their municipalities give to the project.
Operational dimension (diagnostic tools)	<u>Networking among technical professionals</u> in youth, social service professionals and teachers to detect profiles of youth in the region that could participate in the program and select them. We rely primarily with the set of existing 26 Local Youth Plans. All include a diagnosis of the territory and the target population. It is an analysis of reality, both at quantitative and qualitative level, contains a list of youth resources in each municipality and the actions that are carried out. All this information helps to define the appropriate diagnosis for the project. It also lists the other Local Youth Plans from other municipalities (Figueres, Roses, Castelló d'Empúries i La Jonquera), For Okup'Alt Project the diagnosis included a search for centers and educational resources of the region to see the inscriptions of the 2011-2012 academic year, in order to know how many young

	people had mostly stayed out of them.
Operational dimension (intervention tool)	<p><u>Networking between public administration, educational institutions and organizations and businesses</u> to seek alternative training and employment opportunities to youth with this profile.</p> <p><u>Combining project dissemination channels:</u> traditional resources and social networks (Youth Space, <i>Facebook</i>, blog Okup'Alt)</p> <p><u>Extensive use of all available resources of the Consell Comarcal de l'Alt Empordà:</u> professionals from other departments who work with youth at-risk, educational and social institutions of the region.</p> <p><u>Creating space Okup'Alt Time.</u> Initiative which aims to prepare CVs and job interviews of young people in a real environment. During an hour a day, many employers conduct 5-10 minutes interviews with youth in order to prepare these meetings with high accuracy.</p>
Who has assessed the experience?	Development of tools for monitoring and evaluation: evaluations of young people, professionals, companies and educational and social organizations involved in the project.
Qualitative Results (evaluation indicators)	<p>The main assessment methods used in this project are:</p> <ol style="list-style-type: none"> 1) Individual questionnaires to young 2) Focus groups with young 3) Focus groups with professionals 4) Follow-up meetings with all participants <p>More specifically,</p> <ul style="list-style-type: none"> - Every Friday team meeting where all participants assessed the week. - Fortnightly meeting evaluation with different managers and team coordinator. - Questionnaires to participants on the middle half of the project. - Questionnaires to participants at the end of the project. - Team meeting with the coordinator at the end of the project. <p>As a result of this assessment process have been identified the following strengths:</p> <ol style="list-style-type: none"> 1) Interest of young people to learn on new occupations 2) It increases motivation and self-esteem of young 3) Proximity between employers and young people 4) The program generates knowledge about other training areas <p>In the same assessment process have been identified the following weaknesses:</p> <ol style="list-style-type: none"> 1) Different profiles of young and expectations 2) Main problems detected: mobility difficulties 3) Need to ensure greater involvement of business 4) Difficulties in finding workplaces 5) Project Funding Limited

	<p>Items that are considered key to the success of the program:</p> <ol style="list-style-type: none"> 1) Do not raise false expectations to young people about their future employability. 2) Choose properly the professionals to ensure they are a reference in their practical knowledge.
Quantitative Results (evaluation indicators)	<p>46 people registered at the beginning (5 did not start). 37 people ended the project. Of the 46 participants, 23 were immigrant. Of the 46 participants, only 6 were girls.</p>
Innovative elements	<p>Okup'Alt is the first resource of its kind in the region that comes out from formal training. This program fills a gap identified in this area for young school leavers.</p> <p><u>Flexibility.</u> It is a flexible and adaptable resource that meets the needs of young people who are committed to continue their training.</p> <p><u>Proximity.</u> Provides direct support and guidance to young people throughout the training period.</p> <p><u>Support in a vital process.</u> The project accompanies youth in a critical life stage for future training and employment. It tries to activate young people to make their own decisions about their future.</p>
Transferability to other experiences	<p>Okup'Alt Project is an alternative educational and training resource that not only provides to the youth new insights into a trade but also accompanies them in relevant moments and disruptions that could affect their future careers.</p> <p>The project can be adapted to other regions. It's key to have the involvement of all stakeholders working in the field, because this network can be a useful resource.</p> <p>It is also key that the project will not interfere with other programs that offer relevant training to youth.</p> <p>It is essential that this kind of project will provide training opportunities that are consistent with the needs of youth in the region where it has to be developed and, at the same time, the project should generate opportunities for young people at risk of exclusion.</p>

Neighbourhoods for employment

Analysys Parameters	Description
Action Name	"Neighbourhoods for employment" Project ("Barrios por el Empleo")
Promoter	Neighbourhood association San Román (La Candelaria- La Cuesta, Tenerife)
Contact Information	Vicente Manuel Zapata Hernández, Project Manager vzapata@ull.es
Start year	2009
End year	Pilot project that is still on track in its third Phase
Problem it addresses	Unemployment and weak relations of resources that face it at local dimension
Actors involved in the action design	Social Action actors in La Cuesta, Finca España and Taco boroughs of La Laguna municipality
Actors involved in the implementation	Neighborhood Association San Román, San Cristóbal de La Laguna town council, University of la Laguna, University of La Laguna Fund, Cabildo de Tenerife, Employment Service of Canary Islands Government and different entities located in the area (Social Work Unit, Cáritas Diocesana, Health unit, Public School, businessmen association, etc,..)
Brief description and main objectives	<p>Neighbourhoods for employment started up in 2009 in La Cuesta borough as a pilot project for promoting new strategies and tools for employment promotion. In the first two Phases, the activity has been individual and group development with unemployed people, working with new skills and experiences facing their employment searching.</p> <p>In its first two phases, the project activity has been aimed at individual and group work with the unemployed in the area, considering both aspects related to the acquisition of new skills and experience to face their employment, as motivational elements that deepen in their autonomy and self-esteem. It has also formed a networking system with the social resources of the Hill, which ensures that people who are in situations of social vulnerability with priority access to the project. Part of the / as composing the network technicians were / as responsible for the emergence of Barrios for Employment, to understand that from the local framework and through a community approach could also act in promoting employment and improving employability. The original specific objectives are: Communication, coordination and cooperation between resources, guidance on labor and pathways to integration, training for employment and employability of the population; Update professional employment,</p>

	counseling and support for business projects , Management of labor supply and demand in the local frame
Financial resources (annual budget)	Variable, to date, has had two assignments of 30,000 euros and 45,000 euros from the city of San Cristobal de La Laguna that finances the pilot project. For its third phase with a grant of € 25,000 from the Cabildo of Tenerife ('Stronger Together') and another 125,000 euros from the Canarian Employment Service (the Canary Islands)
Distribution of funding between agents (in percent)	First and second phase 100% financed by the city of San Cristóbal de La Laguna. The third phase will include resources of the City of San Cristóbal de La Laguna (23.1%), Tenerife Island (12.8%, 'Stronger Together') and Canarian Employment Service (64.1%)
Main beneficiaries	Unemployed persons at risk of social exclusion; technicians and professionals working in the field of employment and social action
Territorial coverage	Southern sector of the municipality of San Cristobal de La Laguna: La Cuesta, Finca España and Taco
Operational dimension (diagnostic tools)	Technical Committee Monitoring Group and Advisory Board, and particularized assessment of each activity. In September they begin to develop community diagnosis of La Cuesta, advised by Marco Marchioni and technicians participated by existing resources in the area
Operational dimension (intervention tool)	Autonomous crew, along with administrative support and management of the General Foundation of La Laguna University, performs the following actions to achieve the objectives: <ul style="list-style-type: none"> ✓ Individualized guidance on employment and training ✓ Support for schools in the area ✓ Training group motivational character ✓ Support computer literacy for active job search ✓ Dissemination and / or publication of jobs and training ✓ Deepening the networking by existing recourses (formalized through agreements) ✓ Creation of opportunities for cooperation and coordinate on the / as professionals in the area (Monitoring and Diagnosis Group Community) ✓ Organization of training activities aimed at the / as area professionals ✓ Work and employment agency survey (to be developed further in the third phase of the project)
Who has assessed the experience?	At the moment, only internal instruments
Qualitative Results (evaluation indicators)	Be set in the third phase of the pilot project and will have to do with the degree of satisfaction of the participants in the project and technical resources involved
Quantitative Results (evaluation indicators)	Be set in the third phase of the pilot project: Identification and motivation of organizations that make up the network of entities on which pivot the project identification and motivation of local companies to channel generating labor demand to labor supply detected under project, specialized care for unemployed social resources derived by the area of La Cuesta, Finca España y Taco, Working Groups developed; Training Barrios technical team

	<p>for Employment and components of the Monitoring Group; applied technical training under the technical Area Ratio; Dissemination of the project and management of labor supply and demand.</p> <p>The main results of the first two phases of the project are:</p> <ul style="list-style-type: none"> ✓ Individualized guidance on employment and training: 393 participants ✓ Support for schools in the area: 27 participants ✓ Training actions specific motivational character ('Working Groups'): 67 participants ✓ Computer literacy workshops for job search: 45 seats ✓ Support program: 23 people <p>Coordination and cooperation with professionals and resources of the area:</p> <ul style="list-style-type: none"> ✓ Number of associates: 16 ✓ Monitoring Group Meetings: 6 ✓ Training activities for professionals: 3
Innovative elements	<p>Definition and development of a network structure-supporting unemployed optimizing existing resources in the local frame. Working group with the unemployed emphasizing the motivational aspects. Communication, collaboration and cooperation of technical and professional resources available in the local framework for concerted action to promote employability. Strategy defined and driven from the local from community action (Neighbors to the Project).</p>
Transferability to other experiences	<p>Transferability full, especially with regard to the development of local structures and networks to support the unemployed, promoting communication, collaboration and cooperation between social action professionals. Inclusion of other issues on the agenda of the social fabric locally. Involvement of the University in the areas with the greatest social reality of their environment.</p>

Language and Enterprise

Analysis Parameters	Description
Action Name	Language and Enterprise Catalan language teaching for foreign workers in companies (Garrotxa region)
Promoter	Department of Citizenship and Immigration Consortium for Social Action of Garrotxa.
Contact Information	Xavier Casademont Department of Citizenship and Immigration Consortium for Social Action of Garrotxa. xcasademont@casg.cat T. 00-34-972 26 66 44
Start year	2006
End year	2010
Problem it addresses	To facilitate Catalan language learning to those foreign workers who, by their working conditions in their companies (schedules and shifts, long working hours, ...) can not be enrolled in general courses of learning catalan language.
Actors involved in the action design	<p>The Department of Citizenship and Immigration designs the project together with the Catalan Learning Service. The project intercede with the network of other actors involved and establishes contact with the companies.</p> <p>The Department of Citizenship and Immigration also supports companies to find the necessary funding for courses.</p> <p>The other actors involved in the project design:</p> <ul style="list-style-type: none"> - Garrotxa Catalan Learning Service (Consortium for Language Standardisation) - Olot City Council - Consell Comarcal de la Garrotxa (local government)
Actors involved in the implementation	<p>The Department of Citizenship and Immigration (Consortium for Social Action of Garrotxa).</p> <p>Garrotxa Catalan Learning Service (Consortium for Language Standardisation).</p> <p>Garrotxa companies interested in the program.</p>
Brief description and main objectives	<p>The "Language and Enterprise" project meets the general objective of promoting the Catalan language as a key element in the process of incorporating newcomers at workplace and social cohesion in the region.</p> <p>The main purpose is to promote the learning of Catalan language between the workers of foreign origin in the major companies of the region.</p> <p>Specific objectives can be summarized as follows:</p>

	<p>To train in Catalan language foreign workers who, for work reasons, do not attend general courses in Catalan.</p> <p>To improve effective communication between companies and workers.</p> <p>To avoid isolation and facilitate the employment of foreign workers.</p> <p>To responsible companies in the integration process of immigrants.</p> <p>To expand knowledge workers on issues related to work environment and workplace.</p> <p>To implement the project involving various public and private companies.</p> <p><u>Course content:</u></p> <p>The goal of the program is that employees understand and use regularly Catalan language in their workplace.</p> <p style="padding-left: 40px;">The courses seek to achieve, as well, useful and effective communication to improve the work and productivity of the employees.</p> <p>this direction, the course aims for providing knowledge about the basic structures and vocabulary commonly used in the workplace.</p>
Financial resources (annual budget)	<p>The cost of the teacher in the first phase of the project is undertaken by the Department of Citizenship and Immigration, linked to the company's commitment to continue training in the near future.</p> <p>The company is committed to providing adequate space for training in the enterprise and assume the cost of paying overtime hours for workers who attend the course outside their working time.</p>
Distribution of funding between agents (in percent)	<p>Most of the funding of the project was undertaken by the public sector (Consortium for Social Action of Garrotxa) involving Olot City Council and the Consell Comarcal de la Garrotxa.</p> <p>The Garrotxa Catalan Learning Service (Consortium for Language Standardisation) took over coordination of teachers and equipment costs of training.</p> <p>Some companies gave up their facilities for training and this took place during working time. When the training was conducted outside working time the company assumed overtime.</p>
Main beneficiaries	<p>Immigrant workers on big companies that require greater language learning.</p> <p>Based on the profiles of workers, the program defines different learning groups always giving priority to those with a lower level of knowledge of Catalan language.</p> <p>If it is the case that not all immigrant workers of the company can participate in the program, those with a higher level can be derived to more specialized resources for learning Catalan language found in the region.</p> <p>Firms in the region benefit from this project as improving language</p>

	skills of their employees. This greater language skills of workers impacts in terms of productivity and business results.
Territorial coverage	Garrotxa area, territory that belongs to the province of Girona, located in the northeast of Catalonia, with 55,597 inhabitants in 2011, with GDP at market prices in 2008 to 1,571.8 M. Euros.
Operational dimension (diagnostic tools)	<p>The proposed training focused on learning Catalan language had different phases. The first stage of diagnosis, aimed to know how many foreign workers who arrived to companies were literate in their native country and how many were also literate in our latin alphabet. The selection of employees participating in the training course were done by the company.</p> <p>In this first phase, the project also assessed what was the level of knowledge of Catalan language workers, considering the following parameters:</p> <ul style="list-style-type: none"> a) Employees who did not understand anything in Catalan language. b) Employees who understood a little Catalan language. c) Employees who could respond to simple general questions in Catalan language d) Employees who had a basic knowledge of Catalan language. <p>The area of Citizenship and Immigration were responsible for testing the level of knowledge of the Catalan language of workers, together with the Catalan Language Service in Garrotxa.</p> <p>Depending on the level of knowledge of Catalan language detected among workers, the project produced a working material that fit the needs of each group. Generally, it offered 3 or 4 levels of training.</p>
Operational dimension (intervention tool)	<p>The project was developed in two distinct phases. The first one in 2007 and 2008 and the second one in 2009. The main workspaces configured were bilateral meetings between main actors involved in the design and implementation of the project.</p> <p>In the first phase, the initial action was raising companies in the region with the largest number of foreign workers who could be interested in this Catalan language training for their foreign workers.</p> <p>In this context, the mayor of Olot addressed a letter presenting the project to the major companies in the region. Site visits and meetings were arranged with human resources managers in order to explain the initiative.</p> <p>Depending on the level of language knowledge of the workers, 4 types of courses were offered to enterprises:</p> <ul style="list-style-type: none"> a) Initial Basic Course: 20 hours (the employee does not understand Catalan language) b) Basic Course 1: 45 hours (the employee is able to understand Catalan language)

	<p>c) Basic Course 2: 45 hours (the employee is able to understand Catalan language and speaks with difficulty)</p> <p>d) Basic Course 3: 45 hours (the employee is able to understand and speak Catalan language normally)</p> <p>These courses can be simultaneous or consecutive, according to what the company decides and to the level of knowledge of Catalan language detected among workers.</p> <p>Each worker can go through different levels of training depending on the needs of the company and its own capabilities.</p> <p>The basic course is an introduction to the spoken language and has a minimum of 20 hours, which can be divided into one or two days a week, with two hours of class time.</p> <p>The course is run by the Garrotxa Catalan Language Service in order to ensure there is an educational project that supports this project.</p> <p>The course is offered in the headquarters of the company and the employee is aware that the training offered improved his performance in the workplace. The company decides what is the most appropriate time to programme this course and give space for classes.</p> <p>At the same time language courses are carry out, the project allows to program language awareness workshops (45 minutes) offered to managers in order to promote catalan use with their employees.</p> <p>Parallel to language courses there is also the possibility to establish a program of welcoming foreign workers aimed to work with employees wich speaks more fluency and oriented to explain labour issues such as salaries, contracts and others issues of concern to workers.</p> <p>In the second phase, in 2009, the project joined one of the biggest unions in the country as a provider of courses through financial aid applied to the Department of Labour of the Catalan Government.</p> <p>This second phase also expands the project with a new temporary work agencies involved, adding 3 new companies doing training for workers who want to access to work into this companies.</p>
<p>Who has assessed the experience?</p>	<p>The project monitoring is done by the technicians of the Department of Citizenship and Immigration and the Garrotxa Catalan Learning Service.</p> <p>The project evaluation was conducted by this team. They used quantitative and qualitative indicators which were collected periodically in order to know changes over time. The first ones were basic indicators such as:</p> <ul style="list-style-type: none"> • Students according to language level

	<ul style="list-style-type: none"> • Students who take the training • Language Certificates • Degree of content acquisition • Companies involved in the project <p>The qualitative assessment was based on interviews with teachers and managers of the companies that participated in the project.</p> <p>Moreover, the evaluation also took into account the impact of the project on the social and economic network and media.</p>
Qualitative (evaluation indicators)	Results <p>The evaluation program has identified issues to consider in the implementation of the training program:</p> <p>It is preferable that the company does training for permanent employees, not temporary.</p> <p>It is important that temporary employment agencies, intermediary companies that facilitate the hiring of workers, also participate in the project. If these companies do training in Catalan Language to their employees they value it when they hire future workers.</p> <p>Training in the same period a large number of workers implies problems for the company related to shifts in certain departments. We must give priority to the quality of education rather than the amount of workers who follow the courses.</p> <p>It is important that training is offered at workplace. If this option is not possible is recommended to be done before the beginning or just at the end of the workday. In this case, the company should compensate overtime workers.</p> <p>It is recommended to do a final course exam for evaluating the results so that companies see the usefulness of the project.</p>
Quantitative (evaluation indicators)	Results <p>In 2006, 7 visits were conducted to inform about this project to the companies of Garrotxa region.</p> <p>In 2007 were set up a training program with a meat sector company in the region of 710 employees, of which 12.5% were of foreign origin.</p> <p>Level language tests were carried out at 126 workers. Training language courses were conducted in 5 groups of workers (45 hour course) and 80 students accessed to this training (of these 30 did it regularly).</p> <p>In 2008, training program were promoted with two new meat sector companies in the region, the first one with 441 workers of which 17.6% were of foreign origin, and the second one of 103 workers with 28% of immigrant workers.</p> <p>The first company conducted 2 courses of 45 hours in which 25 workers participated.</p>

	<p>The second company conducted a 30 hour course which was attended by 14 workers.</p> <p>In 2008, 20 hour training course were also offered to 15 workers by a temporary work agency in the region.</p> <p>In total, in the first phase of the project (2007 and 2008) were conducted 9 courses (140 hours); 177 language level tests and 151 workers were formed.</p> <p>The main profile of the worker were a man between 30 and 45 years old, Chinese and Indian nationality, with a low level of education and understanding of language (both Catalan and Spanish), but with some knowledge on the Latin alphabet.</p> <p>In one company the worker's profile differed from the one explained before. This profile were mostly from countries in Latin America and Eastern Europe, with a good level of education and greater presence of women.</p> <p>In the second phase, in 2009, the project conducted a total of 13 courses (200 hours) in the 3 main meat sector companies in the region, which had been participated in the first phase.</p> <p>New courses were carried out with 2 temporary work agencies in the region. A total of 77 workers were on training during 2009, 50 workers from meat sector companies and 27 from temporary agencies.</p> <p>To all workers following training courses were issued certificates of attendance and achievement. Certificates of achievement were approved degree programs from the Catalan Government.</p>
<p>Innovative elements</p>	<p>The innovative element of this project has been the creation of a coordinated work between the Consortium of Social Action and the Garrotxa Catalan Learning Service, in order to promote the knowledge and learning of Catalan language between immigrant workers in large firms in the region.</p> <p>Equally innovative was the involvement of businesses in this project and the participation of companies in the process of social and labor integration of new employees.</p>
<p>Transferability to other experiences</p>	<p>This experience can be transferred to other local or regional contexts in which we can identify a similar problem among immigrant workers, linked to the lack of knowledge and use of the native language, with the difficulties that this implies for their own work and daily life.</p> <p>The key issue is to establish a good coordination and networking between the main actors involved: local government, language learning services and companies.</p>

Soft programmes of Social Town Rehabilitation – labour force trainings

Analysis Parameters	Description
Action Name	Soft programmes of Social Town Rehabilitation – labour force trainings
Promoter	Municipality of Nagykálló, European Social Fund
Contact Information	Dr. Török László notary e-mail: jegyzo@nagykallo.hu tel.: +36 30 3370494 Véghseő Sándor project manager e-mail: vegsan@gmail.com tel: +36 30 5181043
Start year	2010
End year	2011
Problem it addresses	- low or under qualified, trained and educated situation of people living in a bad social and economy part of the town Nagykálló (especially Romas) - small chances to enter labour force market
Actors involved in the action design	-external experts - investment and program department of the Municipality of Nagykálló - Regional Labour Center
Actors involved in the implementation	- URBS NOVUM Nagykálló Town Rehabilitation Nonprofit ltd. - Mrs. Haklik Marianna, leader of Soft programmes of Social Town Rehabilitation - Common Treasure Educational Nonprofit Ltd - Mr. Dankó László, owner of a catering enterprise Target group: permanent unemployed population – including great numbers of Romas -living in the pilot social town rehabilitation part of Nagykálló
Brief description and main objectives	We started 3 kind of qualification trainings (3 x 20 people): - Park keeper - Gardeners - Restaurant assistants Beyond these trainings we organized job-hunters courses for the involved. The aim of the programme was to lead back the unemployed to labour force market through special trainings and courses. The involved target groups got not only labour force market trainings but mental and life conduct advices as well by the instructors of the local community house. During the trainings and courses the children of those involved who could not solve the sitting of them could play in a playing house which was created specifically for them by the community house. The 4 kind of courses were: communication course, mental hygienic course, intercultural course, group course (4 x 10 persons)
Financial resources (annual budget)	Trainings: 19000000 HUF (app 68 000 EUR) Employment: 12215000 HUF (app 48 000 EUR)

Distribution of funding between agents (in percent)	100% European Social Fund
Main beneficiaries	Municipality of Nagykálló
Territorial coverage	Pilot social town rehabilitation part of the Municipality of Nagykálló
Operational dimension (diagnostic tools)	<ul style="list-style-type: none"> - high unemployment rate in social town rehabilitation part of the town - high number of low or under qualified, trained and educated people in this part of the town - great number of dependent people living together in one household
Operational dimension (intervention tool)	<ul style="list-style-type: none"> - number of eth involved into trainings, courses - number of the involved successfully entrants to labour force market - number of the new work places created under the programme - number of the involved from the social town rehabilitation part of town
Who has assessed the experience?	<ul style="list-style-type: none"> - municipality - supporting association
Qualitative Results (evaluation indicators)	<p>Number of those who got qualification: 60 persons</p> <p>Number of those who participated in courses: 40 persons</p>
Quantitative Results (evaluation indicators)	<p>Number of those who got jobs after the trainings: 20 persons</p> <p>Number of new work places: 15</p> <p>Number of involved persons from social town rehabilitation part of the town: 40 persons</p>
Innovative elements	integrated programme which not only provided trainings but mental and life conduct courses and advices for better implementation
Transferability to other experiences	The integrated approach can be successful in other kind of labour force market projects if during the preparation phase the aspects mentioned above would be implemented and the sources to the project elements are well done allocated.

2. Programs oriented to labour mediation between employees and employers

Euriclea: Integrated job- matching and network on family employment

Analysis Parameters	Description
Action Name	Euriclea: Integrated job- matching and network on family employment *the name refers to the mythical figure of Euriclea is the second wife of Laertes, king of Ithaca, Odysseus's nurse and the guardian of his house
Promoter	Veneto Region – Social Affairs Department and Training and Employment Department
Contact Information	Ilaria Bettella – Veneto Lavoro – coordination of actions
Start year	2007
End year	On going
Problem it addresses	<p>Care and domestic work is an increasingly important market in Italy, representing a system of family welfare, where most jobs (over 80%) are done by immigrants, overwhelmingly women. As demonstrated by the recent ILO convention (n.189, 2010), domestic work is a structural part of our society, and in particular in Italy, domestic care givers are an important and delicate profession. Furthermore, considering the specific configuration of such market, (the employers are families), it is also an area that requires attention and regulations that protect on one hand the families hiring people in their homes and on the other the dignity and fundamental labor rights of domestic and care workers in an area poorly regulated and where the work is still very irregular and the rights collide with the specific situation of needs and limited resources that many families have.</p> <p>Experience also shows that family work is a sector where abuses are less easily detected, as overall it remains one of the less regulated sectors. To hold a regular job, with the knowledge of rights and obligations, is a pivotal moment for family workers to maintain a decent job and at the same time to avoid the risk of exclusion and exploitation.</p> <p>The needs by Venetian families of personal care services and the inability to meet its requirements only at the institutional level, have made it necessary to intervene with a series of tools to facilitate the matching between families and people able to give professional family support and care and to ensure management as transparent as possible of this particular sector of the labor market. About 90% of workers in this sector are of foreign background. About 100,000 elderly in the Veneto demonstrate a need for assistance, compared to an availability of 28,000 seats in residential and day care centers. The Veneto Region has tried to create a public system to manage the quality of a private and public sector of personal care and assistance for families.</p>
Actors involved in the action design	Provincial public employment services of Veneto, Veneto Region, other public and private service delivery (health care institutions, providers)

Actors involved in the implementation	The same, plus an enlarged network of private services such as private employment agencies, which have participated in PPS (public-private partnership) in actions.
Brief description and main objectives	<p>Objectives are:</p> <ul style="list-style-type: none"> - to match the labour requests of workers available to deliver assistances and care to elderly or disabled people and families who require these services; -to favour, by means of the adoption of operative common standards among the members of the network, regular labour agreements & conditions both for families and workers involved; <p>to develop a system able to favour a professional career for family assistants through the recognition of competence and previous professional experiences.</p> <ul style="list-style-type: none"> -to qualify the professional and training profile of the family assistant (by defining and recognising the related professional competence acquired) -to favour the matching between labour demand and supply in the field of family assistance; -to promote a correct management of professional relationship <p>Activities:</p> <p>In 2009, the Veneto Region has established the regional public register of family carers, a list containing the names of family carers who are in possession of these requirements to ensure competence and professionalism, the Network of family support, a group of public and private entities that offer qualified services for information, advice and brokerage services for family care to both families and job seekers.</p> <p>Moreover, a specific service of job matching between families and care givers has been provided at 10 regional employment centers (the public employment system), in order to meet the specific needs of families and capitalize where possible skills of nursing assistants (thus reducing brain waste). The service is provided by counselors specialize not only in the matching labour supply and demand, but also legal and technical aspects, related to laws governing residence permits, contracts and national reference and the procedure for obtaining a regular job with rights and duties for both workers and families.</p> <p>Euriclea (WWW.EURICLEA.IT) is the port of entry of the system of governance of this sector, in which the family or the person who wants to navigate can find a number of services:</p> <ul style="list-style-type: none"> • Check register: allows you to access a list of workers registered in the Register. In this section you can also perform a search by entering keywords or using filters such as the Veneto province or municipality and enroll as family assistant • Questions and jobs: allows you to browse all the questions and job offers in Veneto as part of family. Thanks to an advanced search engine that works both entering one or more keywords, and filters "province", "level of service" and "status", you can also narrow the search. • Training: gives information about training courses active in the Veneto region, which is valued in terms of

	<p>qualification for family carers.</p> <ul style="list-style-type: none"> • For families: contains information and forms of interest for the family that intends to use a service family (eg how to find and hire an assistant, how to manage the employment relationship, mutual rights and duties, etc..). • For caregivers: contains information and forms of interest for those who wish to engage in family care (eg how to find a family willing to hire, regulation of the ratio of domestic work, standing and reciprocal duties, etc..) also contains useful materials for the training of caregivers. • The network of services: it allows, by clicking on the map of the region Veneto, to access the list of bodies (public and private) belonging to the network, for each of which you can see contact details, services and times. It also contains information on services offered by the network, as well as the rules and procedures necessary for the application for membership. • Care givers profiles: briefly describes the professional profiles for care givers and family assistants, focusing on tasks performed, knowledge and skills, the contexts in which it operates and the requirements to enter the profession. • Regulatory framework: Contains information on the regulations governing the employment relationship in the context of family (recruitment, working hours, vacation, holidays and permits, etc..), As well as information for citizens of other countries. • Latest news: the latest news highlights family assistance in Veneto.
Financial resources (annual budget)	This is a multi annual programme, funded by different sources (regional funds, ESF). The average amount per year is about 200.000€
Distribution of funding between agents (in percent)	80% to regional and provincial public employment services 20% to private service providers.
Main beneficiaries	Families that need personal care assistance and care givers (mostly migrant women)
Territorial coverage	Regional
Operational dimension (diagnostic tools)	Preliminary research on needs (data on sector, profiles of family assistance (mostly women, migrants) and qualitative interviews with stakeholders. situation analysis (analysis of undeclared work, legal framework etc),
Operational dimension (intervention tool)	The Regional Employment Agency coordinated the various levels (territorial public and private service providers) and monitors the actions: selection and training of job brokers, creation of accreditation system for public and private bodies (standards, processes, requirements) development of website, animation of regional network, promotion activities in the Region,

	outreach to families.
Who has assessed the experience?	Because the programme is still ongoing, an external assessment has not been carried out. However an internal monitoring system is in place, and
Qualitative Results (evaluation indicators)	<p>increased transparency of the available services/training measures</p> <p>Increased quality of overall system for provision of services</p> <p>Improvement of the dialogue between public and private service providers</p> <p>Improvement of regular domestic work contracts</p> <p>Increased number of families resorting to public employment services for job-matching</p> <p>Improvement of skills and knowledge of operators (job brokers, public and private operators working for families, unions etc)</p> <p>Increased protection and safeguard of labour rights of workers</p> <p>Increased protection and quality of assistance for families.</p>
Quantitative Results (evaluation indicators)	<p>the current users of the portal Euriclea are the operators of about 300 branches located throughout the Veneto (an average of 3.2 workers per branch).</p> <p>About 50% of the operators are using the application for matching labor supply and demand for family employment</p> <p>As for the users of the service, currently there are 1,910 Euriclea curricula of babysitters, 7,936 caregivers, 5,621 domestic service and 163 requests of the families</p> <p>In the last year 1.421 families have resorted to the service, 3.916 job candidates, 16.753 individual job interviews with potential workers</p>
Innovative elements	The innovative part of this programme is the integrated approach and the use of ICT tools (the portal, the online matching system) and the standardization of services.
Transferability to other experiences	The programme has already been used as inspiration for the set-up of other similar programmes in Italy (other Regions) and funded by the Italian Ministry of Labour. Provided that the issue of domestic work and family care is a relevant issue, the programme's approach can be transferred to regions with similar problems.

Workplace for youth

Analysis Parameters	Description
Action Name	Youth Job Practice / Workplace for Youth / Support for Youth Voluntary work. All descriptions mainly addresses to the activity "Workplace for Youth" which is a part of more comprehensive ESF project „Complex support measures“.
Promoter	State Employment Agency (with the support from European Social Fund)
Contact Information	State Employment Agency, email: nva@nva.gov.lv Mrs. Solveiga Kabata, phone: 0037167021712. Mrs. Agrita Groza, ESF project „Complex support measures“ manager, phone: 0037167021835, email: Agrita.Groza@nva.gov.lv .
Start year	This particular activity was launched on 01.04.2011., however the whole project was started in 2009.
End year	30.06.2013.
Problem it addresses	The activity mainly addresses several reasons of youth unemployment, in particular, lack of previous working experience that in many cases is the main reason why young people are not hired for the job.
Actors involved in the action design	State Employment Agency
Actors involved in the implementation	Enterprises (except of educational and medical institutions), Self-employed and Associations or foundations (except of political parties). State institutions and municipalities cannot take part in the project as employers.
Brief description and main objectives	Integration of young unemployed people (aged 18 to 24 years) in the labour market, while contributing to the creation of sustainable jobs and permanent employment for young people. The main target group is unemployed aged 18 to 24 who have received elementary, secondary or the higher education, but having received the education have not yet established employment relationships or the employment relationships until the involvement in the measure has been established for up to six months.
Financial resources (annual budget)	Total funding LVL 11 590 210,27 (16 491 383,47 eur), incl., EU funding LVL 10 564 743,41 (15 032 275,58 eur) and national funding LVL 970 078,53 (1 380 297,39 eur). However, the total funding applies to all the project „Complex support measures“ activities that in total aims at the target audience of 62`370 people, including 920 young-unemployed people.
Distribution of funding between agents (in percent)	Employer receives a grant for unemployment wages -100 LVL (~142 eur) per month (for young disabled persons - 150 LVL or ~213 eur) for the first six months and 50 LVL (~71 eur) per month (for young disabled persons - LVL 100 or ~142 eur) in the last three months in proportion to the time worked. The employer must provide additional funding to youth-unemployment salaries because the salary cannot be less than the national minimum

	<p>wage (LVL 200 or 285 eur for full time employment). Employer receives a grant of 50% of the minimum monthly wage if the employer employs five young- unemployed people. Accordingly, for each young person employed, employer receives one-fifth of the salary amount.</p> <p>Financial resources (LVL 500 or ~711 eur) are received by employer for the workplace adaptations to those young people who have a disability and need adjustments.</p>
Main beneficiaries	<p>Young people Employers</p>
Territorial coverage	<p>All territory of Latvia</p>
Operational dimension (diagnostic tools)	<p>A targeted national active labour market policy (ALMP) measures, among which is also reduction of youth employment, are being implement with the aim to provide opportunities to young unemployed for acquiring the first work experience and, simultaneously, to foster their long-term inclusion into the labour market. The inclusion schemes were firstly introduced in 2007 and in a second stage, expanded significantly afterwards the economic downturn in 2008. Subsequently to the exponential grow of youth unemployment rate, policies were approved to transform the measures by focusing the resources to young unemployed.</p> <p>Within the ALMP framework support programmes have been promoted aimed to foster job search, well-considered choice of profession, obtaining youth qualification, developing skills and competences, obtaining work experience and regional mobility. Final scope is to provide an opportunity for refreshing, acquiring and retaining skills necessary for finding work and create job experience for young unemployed.</p> <p>The government plans to achieve better results in the youth labour market by:</p> <ul style="list-style-type: none"> • the modernization of the educational system and the grow in term of competencies and skills of the specialists trained; • the boost the cooperation of educational institutions and employers; • improving the net attendance of secondary vocational education optimizing the distribution of student among general secondary and secondary vocational education; • promoting the professional mobility of employed, including improvement of life-long learning services.
Operational dimension (intervention tool)	<p>Unemployed young people apply for the workplace based on their willingness, however, State Employment Agency and employers involved in the project do promote the possibilities and benefits this activity provides. The working relations are much alike in a regular employment with a more focus on youth involvement and training. Young unemployed people may be employed within this activity for up to 9 months.</p>

Who has assessed the experience?	Not assessed yet.
Qualitative Results (evaluation indicators)	Not assessed yet.
Quantitative Results (evaluation indicators)	Number of young-unemployed people involved (aim) – 920. At the end of 2012 number of young-unemployed people involved in the Project is 440, which is proportionally ~48% of the aim reached within ~77% of the activity's planned time.
Innovative elements	Direct involvement of the actors of labour market in reducing of youth unemployment; building up youth competitiveness in a way that is beneficial for both employers and young people.
Transferability to other experiences	The action "Workplace for Youth" is easily transferable to other experiences which tend to integrate vulnerable social groups into labour market. The challenging aspect might be the forthcoming of employers, however, with the initial subsidies from government this gets more beneficial for employers.

Kállai Duet. Qualitative County Local Product Programme

Analysis Parameters	Description
Action Name	« Kállai Duet » Qualitative County Local Product Programme
Promoter	Ministry for Home Affairs, Ministry of Agriculture, Municipality of Nagykálló
Contact Information	Dr. Török László notary e-mail: jegyzo@nagykallo.hu tel.:+36 30 3370494
Start year	2012
End year	2017
Problem it addresses	<ul style="list-style-type: none"> - Permanent unemployed people - Unemployed Romas - Lack of healthy local agricultural products - Problems of local farmers and micro sized enterprises how to find new markets - Lack of the integration of small and medium sized manufacturers, their problems how to find new markets
Actors involved in the action design	<ul style="list-style-type: none"> - Kállai Duet Public Foundation - Hungarian County Local Product Association - Local farmers
Actors involved in the implementation	<ul style="list-style-type: none"> - Kállai Duet Public Foundation - Hungarian County Local Product Association - Kállai Duet Fruit and Vegetable Farmer Organization - Kállai Duet Farmer Ltd. - Unemployed people, public workers - Small and medium sized manufacturers, local farmers
Brief description and main objectives	<p>The strategic aim of the programme is to find markets for local good quality agricultural products and introducing “two steps” labour force – market integration and supporting small agricultural enterprises by extra incomes</p> <p>Project elements:</p> <ol style="list-style-type: none"> 1. Agricultural public work programme – involving 50 persons – including Romas – into intensive vegetable growing (Hungarian paprika) activities. The wages of the involved persons and the needed instruments were financed by public work programme of Ministry for Home Affairs of Hungary. All the other materials necessary for vegetable producing were sponsored by KITE Joint stock company. The Municipality of Nagykálló provided the agricultural lands necessary for vegetable growing activities. Executor: Kállai Duet Farmer Ltd. 2. Supporting local traditional farmers and small agricultural enterprises to find new markets. The Kállai Duet Public Foundation collects the local-grown products, labels them with the name of the producer farmer then take the products to the very near county seat markets (10 kms) by their own trucks and employees. At county seat markets the Foundation sells the products by non-profit way. The whole system is supporting the small scale

	<p>agricultural producing sector and providing supplementary income for producers. Executor: Kállai Duet Public Foundation</p> <p>3. Creating a Fruit and Vegetable Farmer Organization – Supporting local traditional farmers and small and medium sized agricultural enterprises to find new markets; for better processing of products and for finding better freezing possibilities the farmers situated in the township and micro-region of Nagykálló were united into a common cooperative including Kállai Duet Farmer Ltd as well. Kállai Duet Farmer Ltd was granted by a 1 billion HUF allocation for creating a freezing-,manufacturing- and packing industrial investment which is under construction now. Kállai Duet Farmer Ltd is supporting the getting known of the brand of local county products by marketing activities. Executor: Kállai Duet Farmer Ltd</p> <p>In the framework of the project all target groups are involved and the municipality supports their labour force and agricultural activities and gives chances for them in these fields.</p>
Financial resources (annual budget) – pénzügyi források (éves kgtvetés)	<ol style="list-style-type: none"> 1. Agricultural public work: 50 million HUF (app. 179.000 Euro) 2. Supporting local traditional farmers and small agricultural enterprises to find new markets: self-supporting program, needs only organization 3. Fruit and Vegetable Farmer Organization: 1 billion HUF (app. 3,5 million Euro)
Distribution of funding between agents (in percent)	Non relevant question
Main beneficiaries	<ol style="list-style-type: none"> 1. Municipality of Nagykálló 2. Kállai Duet Public Foundation 3. Kállai Duet Fruit and Vegetable Farmer Organization
Territorial coverage	Nagykálló and its micro-region, app. 40.000 persons
Operational dimension (diagnostic tools)	<ul style="list-style-type: none"> - Number of the involved farmers - Quantity of the agricultural products produced by farmers - Income generate by farmers - Increasing of economy activity
Operational dimension (intervention tool)	<ul style="list-style-type: none"> - Involvement, social community building function - Representation of good practices - Loan programme (GET-OUT projekt, paragon of Bank of the Poor); - Integration activities - Producing advices
Who has assessed the experience?	<ol style="list-style-type: none"> 1. Committee of Representatives of the Municipality of Nagykálló 4. Board of Trustees of Kállai Duet Public Foundation 2. Kállai Duet Fruit and Vegetable Farmer Organization
Qualitative Results (evaluation indicators)	<ul style="list-style-type: none"> - öngondoskodásra képes családok száma; - a termelők családjában nő az egy főre eső jövedelem; - termelő közösségek kialakulása;
Quantitative Results (evaluation indicators)	<ol style="list-style-type: none"> 1. it was an apprenticeship time for us with a lot of obstacles, with bad economy conditions, and with strong drought. Besides the total benefit of the first year is 1 million HUF (app. 3500 Euro).

	<p>2. The programme is self-supporting. We provide help for 15-20 different small and medium sized agricultural enterprises every week.</p> <p>3. Fruit and Vegetable Farmer Organization started its work in July 2012 so at this time its work cannot be evaluated. After forming the organization 7 new members joined.</p>
Innovative elements	<ul style="list-style-type: none"> - social community building functions - permanent and strong organizing function of the municipality - public-private partnerships - preparation of a “two steps” labour force integration, possibility for founding a social cooperative from involved actors
Transferability to other experiences	<ul style="list-style-type: none"> - experiences got from the forming, managing of a projects which supporting small and medium sized agricultural enterprises – especially new entrants to labour force – in creative industrial background - experiences from selection of enterprises

Model for a small family business

Analysis Parameters	Description
Action Name	MODEL FOR A SMALL FAMILY BUSINESS
Promoter	“Petsi trade” company
Contact Information	Bulgaria, Sofia region, Municipality of Pravets, Manastiritsa № 1 tel.:+359 877 75 59 59
Start year	2005
End year	n/a
Problem it addresses	Decent permanent places for Roma in small municipalities
Actors involved in the action design	15 employees in “Petsi trade” company
Actors involved in the implementation	15 employees in “Petsi trade” company
Brief description and main objectives	A company has been established for separation and recycling of industrial and house waste in a region of several small municipalities 50-60 km around Sofia. At the beginning they had traded ferrous metals. In 2012 they prepared a large investment project in partnership with ECOPACK for establishment of a special separation installation on its own site. The budget of the project is over 200 000 BGN (100 000 Euro). General objective : to support recycling activities of small industrial municipalities Specific objective: To provide operational support to 1 rural municipality for the waste management activities
Financial resources (annual budget)	2005 – 50 000 BGN 2010 – 352 000 BGN 2012 – 410 000 BGN (exchange course: 1 EUR=1.95 BGN)
Distribution of funding between agents (in percent)	n/a
Main beneficiaries	<ol style="list-style-type: none"> 1. As a result of the good practice the number of the employees from Roma ethnic group has increased through the years. (from 3 to 15 in 7 year period) 2. The community of Municipality of Pravets is the second beneficiary in order that the company is sub-contractor for Pravets of Ecopack – one of the leading companies in separate waste collection. 3. As a result of the good work of the company – the municipalities of Etrpole, Botevgrad and Yablanitsa (neighbouring to Pravets) had contracted the company for waste services.
Territorial coverage	Municipality of Pravets, Etrpole, Botevgrad and Yablanitsa, Sofia region – the company is settled in the Municipality of Pravets

Operational dimension (diagnostic tools)	A Regional analysis of 350 registered economically active Roma people in the municipality - 244 are unemployed., with lower professional skills
Operational dimension (intervention tool)	The main problem for Pravets municipality and its Roma population (17% from the entire population) is the unemployment-support to establishment and support to contracting of formal Roma trade company to cover typical for the Roma informal economy economic activity as waste selection and waste management of industrial and house waste To support transfer of informal to formal activity
Who has assessed the experience?	The Sofia regional authority
Qualitative Results (evaluation indicators)	Good working conditions for the employees. 15 permanent working places, Regular formal economic entity covering Roma economic activities
Quantitative Results (evaluation indicators)	The number of company employees raises from 3 to 15.
Innovative elements	GOOD SOCIAL POLICY. It is a company which employees are mainly Roma. In regard to the unattractive subject of its business – daily work with waste, the company owner assured to its employees free transportation (due to the fact that they lived outside the town), free lunch, 7-hour working day and good salary for the region – 400 to 500 BGN.- above the minimal official wage Transfer of informal Roma activity to formal economic one, registered and tax responsible
Transferability to other experiences	Development of formal entertainment company for authentic Roma art – transfer of informal to formal economy , tax responsible

3. Inclusive actions into the labour market as programs for training professionals working in administrations, companies and social organizations

Training for case managers in job agencies

Analysis Parameters	Description
Action Name	Two Training for case managers in job agencies Intercultural training (IT). Post-traumatic stress disorder (PTSD)
Promoter	BLEIB in Hessen with TP KreisJobCenter Marburg-Biedenkopf
Contact Information	Tanja Heintl, head of department "Planing and Controlling" of KreisJobCenter Marburg-Biedenkopf
Start year	2011
End year	2011
Problem it addresses	Problems of misunderstanding, discrimination and wrong consulting of unemployed migrants and refugees; to raise the intercultural awareness of case managers who are working in job agency
Actors involved in the action design	Trainer
Actors involved in the implementation	Case manager in job agency
Brief description and main objectives	<p><u>3 trainings a 2days of intercultural training</u></p> <ul style="list-style-type: none"> •migration – data and and definition •strategies of intercultural consulting, motivationsstrategies •elements of culture, cultural definition, cultural identity • Social values and cultural identity • Intercultural opening and strategies of diversity management •how to handel migration und cultural heterogenity <p><u>4 trainings a 2 days of PTSD</u></p> <ul style="list-style-type: none"> •Basics of psychotraumatology, model of development of psychological trauma •psychological first aid • Confrontation with their own powerlessness • working with traumatized refugees and migrants •longtermed consequences of psychological trauma • Psychoeducation and Conversation methods
Financial resources (annual budget)	Just the wages for the trainers, one room (in job agency, some working material
Distribution of funding between agents (in percent)	KreisJobCenter Marburg-Biedenkopf talked with other JobCenters and they are interesting in these trainings. They will do it together with an nationwide Projekt called IQ (Intelligence by Qualification)

Main beneficiaries	At the workshops of IT: 49 case manager attended At the workshops of PTSD: 53 case manager attended
Territorial coverage	City of Marburg and County Marburg- Biedenkopf
Operational dimension (diagnostic tools)	Not specified
Operational dimension (intervention tool)	Limited access to the labour market, non-adequate employment
Who has assessed the experience?	One monitoring after cultural training and one monitoring after PTBS training
Qualitative Results (evaluation indicators)	not yet finished; but during the progress it is: <ul style="list-style-type: none"> - it is easier talking with the clients - it is better to prove whether the clients tell the truth or not - it is now possible to find better offers for the clients
Quantitative Results (evaluation indicators)	There were surveys for each activity. They are similar, so we take as example one for the first IT, and one for the first PTSD results: intercultural training: excellent, good: 15 can use the knowledge in their job : 14 PTBS: 10 (excellent, good), 10 can use the knowledge in their job
Innovative elements	Training of the case managers to decrease discrimination and alienation between job agency and customer
Transferability to other experiences	The workshop contained two days of training (group- workshops, lectures) Easy transferable, 2day workshop for the case managers, 16 working hours.

Teachers Assistants of Roma Background

Analysis Parameters	Description
Action Name	Teacher's Assistants of Roma Background
Promoter	Government of the Republic of Latvia (the Secretariat of the Special Assignments Minister for Social Integration, the Ministry of Justice, Ministry of Culture, Ministry of Education) Municipalities
Contact Information	Deniss Kretalovs Ministry of Culture of the Republic of Latvia Senior Desk Officer of the Division for Society Integration and Development of Civil Society K. Valdemara street 11 a LV - 1364 Riga deniss.kretalovs@km.gov.lv Tel. +371 67330312
Start year	1 May 2007
End year	31 May 2010
Problem it addresses	<p>Roma has been living in Latvia for more than 500 years. According to the statistics of the Population Register of the Office of Citizenship and Migration Affairs (2009) in Latvia there are 8570 Roma living, which is 0,4% from total inhabitants of the Republic of Latvia.</p> <p>The majority of Roma (93.5%) are citizens of Latvia speaking Romany and additionally either Latvian or Russian (or both). It is important to stress the existing cultural differences between the Russian-speaking Roma who live in Latgale - region close to the Russian border - and the Latvian-speaking Roma living in Kurzeme, region in the western part of Latvia (Apine, 2007).</p> <p>Information provided by the NGOs working with Roma community indicates that the total number of Roma in Latvia may reach 13,000 or 15,000. According to Romani leaders, many Roma are afraid of discrimination and therefore often choose to indicate another ethnicity, such as Latvian, Russian or other (Latvian Centre for Human Rights and Ethnic Studies, 2003). Therefore, statistical data tend to underestimate the number of Roma.</p> <p>Most of Roma population live in Kurzeme and Zemgale region and cities of Riga, Jelgava and Ventspils. All Latvian Roma are sedentary. Nomadic traditions changed during the First Republic (1918-1940). Later during the Soviet period, general registration of all residents, including persons belonging to the Roma minority, led to their sedentary life style.</p> <p>The most topical problems among Latvia's Roma are low educational level, early school drop-out and among those officially registered at schools, high rates of absenteeism (Krastiņa, Bērziņa, Lūciņa, Zaķe, 2005). Population and Housing Census in Latvia showed that only 7.9% of Roma have secondary education and only 0.4% (26 representatives of Roma ethnicity) had university education. Among 5,985 Roma above</p>

	<p>the age of 15, one quarter (24.3%) had less than four years of school education, while 18.2% had four years of school education (Central Statistical Bureau of Latvia, 2002: 202). Therefore, even at beginning of the education process the Roma children are in an unequal situation.</p> <p>The marginalization in the education field leads low competitiveness in the labour market and high level of unemployment. Thus, Roma belong to the poorest stratum of the population with tiny possibility of improving their economical and social situation. The majority of Roma in working age are not involved in the labour market, or they are employed irregularly, thus their income is, in most instances, irregular as well.</p> <p>In addition, social marginalization of Roma community leads to relevant level of intolerance and discrimination: majority of Latvia's habitants does not have direct and extensive communication with Roma community. Lack of mutual understanding had contribute to the development of negative stereotypes towards the Latvian society. According to survey data, 71% of respondents consider Roma community as a closed one (Latvian Centre for Human Rights and Ethnic Studies, 2003) and more than 50% <i>"definitely do not want to live next to"</i> Roma (Analītisko pētījumu un stratēģiju laboratorija, 2008).</p> <p>Regarding the labour discrimination - according to research data - identification with this ethnic group in many instances becomes a reason for refusal of employment (Latvijas Lauksaimniecības universitāte et al., 2007: 97).</p> <p>To avoid the negative labour market and mostly, subsequently to the economical crises occurred in Latvia, around 10,000 Roma have emigrated during the last 12 years (Vīksne, 2009).</p> <p>In conclusion, Roma community has historically faced widespread societal discrimination and high levels of unemployment and illiteracy. As a result of emigration, the Romani population in the country fell due relevant migration. The government had a national action plan to address problems affecting the Romani community with respect to employment, education, and human rights</p>
<p>Actors involved in the action design</p>	<ul style="list-style-type: none"> • Government of the Republic of Latvia (the Secretariat of the Special Assignments Minister for Social Integration, the Ministry of Justice, Ministry of Culture and Education) • Municipalities • Non-governmental organizations (mainly the <i>"Center for Education Initiatives"</i>)
<p>Actors involved in the implementation</p>	<ul style="list-style-type: none"> • Government of the Republic of Latvia (the Secretariat of the Special Assignments Minister for Social Integration, the Ministry of Justice, Ministry of Culture and Education) • Municipalities • "Center for Education Initiatives" NGO • teacher's assistants belonging to the Roma background; • Roma children; • Roma families who have children of pre-school and school age; • Teachers, social assistant and psychologist; • Preschool and elementary school children in classes with

	<p>children of Roma background.</p> <p>Overall, there were 182 participants from 40 Latvian towns and cities, which represented around 16 pre-school educational institutions and 55 schools from Latvia.</p>
Brief description and main objectives	<p>During the period 2007-2009 the Government of the Republic of Latvia adopted a State Programme "Roma in Latvia". Within the State Programme a special project "<i>Teacher's Assistants of Roma Background</i>" was developed in 2007.</p> <p>The project was designed for the professional preparation of teacher's assistants of Roma background in order to facilitate inclusion into school and pre-school educational institutions' of Roma children.</p> <p>The main objective of the project were:</p> <ul style="list-style-type: none"> • to create opportunities for Roma community, particularly in education and labour fields; • to improve the inclusiveness and multiculturalism of the Latvian education system; • to tackle the segregation of Roma children in the education system and at early stages, to foster the inclusion within the education system; • to increase active participation in school life for Roma children and their parents; • to integrate teacher's assistants of Roma background in educational institutions; • to reduce negative stereotypes related to Roma at school and improve the knowledge of teachers and professional staff - as well as non-Roma children - about Roma culture, history and identity; • to promote intercultural dialogue; • to empower the capacity of Roma non-governmental organizations. <p>The project was implemented in several stages. At first, expert from the nongovernmental organization "Center for Education Initiatives" - working with Roma issues since 2003 - elaborated educational training program suited for teacher's assistants belonging to Roma community. Two training seminars were organized in the city of Jelgava: 19 teacher's assistants of Roma background participated in the training from 16 cities of Latvia (Council of Europe, 2011).</p> <p>In the second stage, the project was presented to school directors and educational experts who represent institutions where teacher's assistants of Roma backgrounds started their practice. Main goal of this stage was to boost active participation in school life for Roma children and to enhance the consciousness among Roma families of the importance of education for the young generation.</p>
Financial resources (annual budget)	Total € 101,597 ³
Distribution of funding between	Initially the project was funded by government applying EU project, too, but now when the project's idea is being continued, it

3 The Government has applied for receiving funds from the EU employment and social solidarity programme *PROGRESS 2007 - 2013* to continue training of teacher's assistants of Roma background till 2012.

agents (in percent)	is funded by municipalities.
Main beneficiaries	The main beneficiaries of the project were: <ul style="list-style-type: none"> • teacher's assistants of Roma background; • Roma children; • Roma families who have children of pre-school and school age; • Teachers and professional staff; • Preschool and elementary school children in classes with children of Roma background.
Territorial coverage	Regions with higher concentration of Roma community ⁴ .
Operational dimension (diagnostic tools)	<p>Following the best practice of other European states in Roma integration - subsequently adapted to the Latvian situation - the project "Teacher's Assistants of Roma Background" has addressed its effort in concrete measures capable to combine positive results both in educational and labour spheres.</p> <p>Within a multicultural education environment, mainstream of the project involves members of Roma community in working age and Roma's youngest generation.</p> <p>In this framework, main actor of the project are the teacher's assistants of Roma background. During the design step, this actor has been identified as a unique tool to reduce the gap between pupils of Roma community and educational institutions. In other words, teacher's assistants has been considerate essential to create the link between the school, family and society as well as to promote intercultural dialogue. The diagnostic tool are sit behind the conviction that investment in Roma people helps to improve access to education and at the same time, support and promote their rights to qualitative education.</p> <p>This project also addressed to reduce the discrimination of Roma promoting tolerance and eliminates prejudice towards Roma population, in order to reduce negative stereotypes related to Roma at school and improve the knowledge of teachers and professional staff about Roma culture, history and identity.</p>
Operational dimension (intervention tool)	<p>In the preparation stage:</p> <ul style="list-style-type: none"> • Set up official and unofficial relation with public and non-governmental stakeholders; • vocational training to prepare teacher's assistants with Roma background; • practice teaching methods – to plan activities, management and evaluation; • to participate in the process of elaboration of training materials able to reflect the key cultural elements of Roma community.

⁴ The most of Roma population live in Kurzeme and Zemgale region and cities of Riga, Jelgava and Ventspils. In percentage from total inhabitants the highest Roma rate is in the Talsi (1,22%), Dobeles (0,85%), Tukums (0,8%), Limbazi (0,68%) and Daugavpils (0,59%) districts.

	<p>In the enforcement stage:</p> <ul style="list-style-type: none"> • to assist Roma children during the process of the socialization and education; • to improve skills for planning and holding classes in cooperation with teachers; · • to promote cooperation with the Roma families; • to organise and lead activities within the framework of cultural events; • to cooperate with mentors and consultants; • to organize workshop, competition⁵ about the issues related to the project; • to involve and inform Latvian resident about the Roma culture, history and identity; • to release relevant publications about Roma community and the project; • to assess the results of the project with quantitative and qualitative methods; • to develop a consolidated <i>good practice</i> methods capable to succeed both in Latvian and European framework .
<p>Who has assessed the experience?</p>	<p>Latvian Government representatives and responsible policy-makers - Ministry of Culture, Ministry of Education and Science - holds regular meetings with project managers and experts of the organisation "<i>Education Initiative Centre</i>" in order to investigate about the proceeding of the project.</p> <p>Thus, the project was systematically assessed and reports on the evaluation were regularly submitted to the public authorities. In addition, the Council for the Evaluation of implementation of the State Programme "Roma in Latvia" assessed and discussed the main results of the project and activities in the field of Roma education.</p> <p>During 2008, the foundation "Baltic Institute of Social Sciences" conducted a quantitative research "The influence of State Programme <i>Roma in Latvia</i> on the Roma community", where the views of the Roma community representatives in Latvia were compiled. The result of the research has evaluated the project "<i>Teacher's Assistants of Roma Background</i>" as highly successful , encouraging the national authorities to extent the project for a longer time period (Council of Europe, 2011).</p> <p>Furthermore, in 2011 the project – survey „<i>The Roma rights to education: the situation in Latvia and recommendations of efficient promotion of the rights within the frames of national policy</i>” was carried out by the non-governmental organisation "Centre for Education Initiatives". One of the the aims of the survey was the evaluation of the project "Teacher's Assistants of Roma Background" . Main recommendations addressed to the policy makers was - to improve the situation of Roma in Latvia - to extend the project "<i>Teacher's Assistants of Roma Background</i>" providing activities able to enhance cooperation between schools</p>

5 A competition "The best teacher – Lāču Mānuš (in Roma language meaning- the best friend)" was launched. The most active teachers were awarded for their contribution to integration and education of Roma children

		and Roma parents and at same time, to promote the inclusion of Roma children into education at very early stage (Centre for Education Initiatives, 2011) .
Qualitative (evaluation indicators)	Results	<ul style="list-style-type: none"> • Among the Roma community increase of education awareness: evaluation of the project clearly showed that the achievements of Roma pupils under the project change attitude of their parents regards the necessity to include children into educational processes; • public awareness about issues related to developing <i>Teacher's Assistants of Roma Background</i> training programme; • progress of the education quality standard for Roma children; • positive impact on improving the level of education of Roma community and subsequently, in creating new job opportunities (direct and indirect positive effect); • promotion of the Roma language, history, culture in schools and in society; • enhance tolerance between Roma community and Latvians' resident; • tackle segregation of Roma children and discrimination in the field of education; • creation of a multicultural environment in the Latvian schools;
Quantitative (evaluation indicators)	Results	<ul style="list-style-type: none"> • The number of Roma children attending inclusive classes of pre-school, primary and secondary school educational institutions had raised; • 182 participants from 40 Latvian towns and cities, which represented around 16 pre-school educational institutions and 55 schools from Latvia; • During the gradual inclusion of teacher's assistants into school a large number of consultations (164 in total) - and mentoring visits (12 in total) - were provided to teacher's assistants by experts of the organization "Center for Education Initiatives"; • 20 teacher's assistants of Roma background from 16 cities of Latvia were prepared for work at school⁶; • the organisation "Center for Education Initiatives" implemented a project "Good practices of teaching to Roma children: teachers handbook" within the framework of the EU employment and social solidarity programme PROGRESS 2007 - 2013 project „Latvia – Equal in Diversity III”; • 9 public discussions „Roma child at School – a step to the future” were organised in cities with large Roma population such as Riga, Daugavpils, Jelgava, Valmiera, Ventspils, Talsi, Jekabpils; • 30 school teachers participated in the training. They were trained to work in a multicultural environment and to adopt

	<p>the principle of inclusive education;</p> <ul style="list-style-type: none"> • Several informative seminars „The work of teacher in a class with Roma children” in Latvian cities with biggest Roma population were conducted for teachers who work in classes with Roma children.
Innovative elements	<ul style="list-style-type: none"> • Combine simultaneous positive outturn in the education, labour and social spheres. • Innovative project conducted under one of the first attempt by the Latvian authorities to solve the Roma issues at grassroots level. • Project preserve the multiculturalism within the society. •
Transferability to other experiences	<ul style="list-style-type: none"> • The project “Teacher’s Assistants of Roma Background” might be transferred in any other Member country. • In theoretical line, it might be effective best practice also in the European regions where the Roma community did not withdraw nomad or semi-nomad way of life.
References	<ul style="list-style-type: none"> • Analītisko Pētījumu un Stratēģiju Laboratorija (ed.) (2007-2008) Latvijas pilsētu sociāli ekonomiskās attīstības tendences, Rīga • Apine, I. (2007) ‘Cigani Latvija’, Mazakumtautības Latvija. Vesture un tagadne, pp. 300-319 Rīga. • Central Statistical Bureau of Latvia (2002) Results of the 2000 Population and Housing Census in Latvia: Collection of Statistical Data, Rīga. • Centre for Education Initiatives (2011) Romu tiesības uz izglītību: īstenošanas situācija Latvijā Jekabpils. • Council of Europe (2011) Good practices for protecting and promoting human rights highlight positive developments in human rights work Strasbourg Cedex. • Krastiņa, E., Bērziņa, Ž., Lūciņa, Z., Zaķe, D. (2005) Čigāņu identitāte multikulturālā skolā, Rīga: Izglītības iniciatīvas centrs Rīga. • Latvijas Lauksaimniecības universitāte, Daugavpils universitāte, Rīgas Stradiņu universitāte, Ventspils augstskola, Vidzemes augstskola (eds.) (2007) Latvijas un tās reģionu darba tirgus specifiskās problēmas Jelgava. • Office of Citizenship and Migration Affairs (2009) Latvijas iedzīvotāju sadalījums pēc nacionāla sastava un valstiskas piederības Rīga. • Vīksne, A. (2009) ‘Čigāni pamet Latviju’ Neatkarīgā Rīta Avīze 09.07.2009 Rīga

Roma Network for Teachers

Analysis Parameters	Description
Action Name	Roma network for teachers
Promoter	Antwerp Centre for Minorities de8 vzw and the Department of Social Educational Policies of the City of Antwerp
Contact Information	Natasja Naegels, de8 vzw, natasja.naegels@de8.be , -32 3 270 33 03
Start year	2008
End year	2011
Problem it addresses	<p>Roma children face all the barriers that prevent other disadvantaged children from gaining a good education, and often to a greater extent. They typically live in poor housing conditions, with high poverty rates.</p> <p>Parents may see little value in their children attending school rather than helping support the family financially. School mediators from the Roma community form a vital link between the education system and families but it is often difficult to fill the role, both due to a lack of qualified candidates and to budget cuts.</p> <p>Another Roma custom that can interfere with children's education is early marriage and childbirth (this is not widespread, but overwhelmingly affects girls). Roma girls are sometimes kept at home to take care of younger siblings.</p> <p>The Roma population in Antwerp are relatively newcomers and an unknown group to the schools.</p> <p>These pupils tend to cause quite a lot of problems for the schools: irregular attendance, lack of structure, illiteracy, limited financial resources and other priorities, gender-issues,.... There is a lack of knowledge about Roma. Dealing with the difficulties Roma children present within the schools is a challenge.</p> <p>The network has two main objectives:</p> <ul style="list-style-type: none"> • to reinforce the educational base in Antwerp, mainly through actions to support local schools; • to integrate the specific target group of Roma into the schooling system (mainly Roma children in the age group of primary schooling), through customised training and individual counselling.
Actors involved in the action design	Antwerp Centre for Minorities and the City of Antwerp are responsible for the network The schools that participate play an important role in the design of the network.

Actors involved in the implementation	Antwerp Centre for Minorities and the City of Antwerp
Brief description and main objectives	<p>The following activities take place:</p> <ul style="list-style-type: none"> - network of teachers, directors and other educational actors was implemented - network is accessible for all teachers, directors and educational assistants who deal with Roma pupils - network is guided by a specialist in Roma-issues - through the methodology of Intervision (a 'peer' learning method in a group of equals guided by a chairperson, focusing on improving personal functioning of staff and on improving the school environment and educational system) different problems in dealing with Roma pupils are discussed - the last 2 years general conferences were organised on the subject of Roma and education - the network invites external specialist on different subjects - the network invites representatives of different social organisations to come and present their services - development of a network of supporting services and organisations aimed at helping teachers and schools in dealing with vulnerable Roma in poor living conditions. - Organisation of informative sessions aimed at the Roma population. Sessions were organised on the subject of "importance of schooling" and "leisure activities for children". The sessions were organised in Serbo-Kroatian, Albanese and Romani.
Financial resources (annual budget)	<p>Joining the network is free.</p> <p>The persons responsible for guiding and coaching the network are paid within fixed contracts at respectively the Antwerp Centre for Minorities and the City of Antwerp.</p> <p>The network is a part of the overall tasks of the Roma project manager within the Antwerp Centre for Minorities and part of the overall task of the project manager within the Social Educational Policy-team of the City of Antwerp.</p> <p>The Roma project manger is paid within the general funding of the Centre by the Flemish Minister of Internal Affairs.</p>
Distribution of funding between agents (in percent)	
Main beneficiaries	<p>The network targets members of the teaching staff of primary schools. 26 schools were a member of the network.</p> <p>The network aims at developing and implementing a better participation of the Roma in the educational system. Through targeting both the teachers and the Roma, the network tries to bring both parties closer together.</p> <p>Teachers are supported in their search for more efficient ways to</p>

	<p>teach Roma pupils. Roma are instructed about the importance of education. Both parties learn about each other and try to come closer.</p> <p>The yearly conferences are open to all schools interested (annually 150 participants)</p> <p>Over 50 Roma have been attending the informative sessions.</p>
Territorial coverage	<p>Antwerp. Antwerp is a city with a population of over 500 000 inhabitants. An estimated number of 4500-5000 Roma live in Antwerp. There are 184 primary schools - and a grand total of 269 schools (in the year 2010-2011). As Roma live in some (poorer) areas, the schools in these neighbourhoods tend to attract a concentrated number of Roma pupils.</p>
Operational dimension (diagnostic tools)	<p>A few schools contacted the Antwerp Centre for Minorities to ask for support in their educational task in teaching Roma pupils. They encounter a great number of difficulties in dealing with these pupils, and were looking for help. As the Social Educational policy – department of the city of Antwerp has the same assignment in supporting the schools, both organisations joined forces in developing a network and organising events.</p>
Operational dimension (intervention tool)	<p>An important element of the networks success, and a crucial factor in its demonstration value, was the partnership formed between the Antwerp Centre for Minorities and the City of Antwerp. The network was recognised by the City. By engaging in activities with the City, the Centre found that its services could be made more accessible to the schools, the City rendered more credibility, and there were extra people and resources available to organise activities, conferences, informative sessions,.... The Antwerp Centre for Minorities and the City of Antwerp engaged in a more long-term co-operation agreement.</p>
Who has assessed the experience?	<p>As an organisation, the Antwerp Centre for Minorities is evaluated on an annual basis by both the City of Antwerp and the Flemish Government. Annually, our results are evaluated by both governing levels responsible for our funding. Every year we write an extensive report with the quantitative and qualitative results demanded. This document will be analysed and discussed by the Flemish Government. Based on our results, decisions are made towards our funding. As we are based in Antwerp, the local Antwerp government also evaluates our efficiency. The team Samen Leven (Living Together) of the City of Antwerp is closely involved in the follow-up of our results.</p> <p>The conferences are evaluated by the participants (evaluation forms) The networks self-evaluates every year and changes direction and content if needed.</p>

Qualitative (evaluation indicators)	Results	<p>A persistent interest of participants. New ideas and projects have been organised for several years in a row. At the start of each working year a project plan was drafted by the participants. New input kept the network going.</p> <p>The project had a number of organisational features which contributed to its success. These included:</p> <ul style="list-style-type: none"> • an effective partnership which was clearly visible in the management structure and in the organisation of the different projects • the involvement of the local schools. Participation models were developed for each of the actions. • the involvement of the Union Of Roma Belgium • the involvement of teachers, schooldirectors, special school support workers,... people of different levels and with different objectives within the educational system • substantial autonomy given to the management of individual projects. The City provided administrative and financial management support • emphasis on the visibility of the project at the local level through the organisation of annual conferences accessible for everybody. <p>One of the most important lessons for the project was the recognition of the value of partnership in the development of innovative projects, allowing the flow of new ideas and approaches. However, it was also acknowledged that a partnership demands considerable time and effort. During the project's initial phase, agreement on its objectives and interests was time-consuming to achieve. The development of the partnership needed a (although limited) "incubation" period, in which to explore mutual areas of interest, in order to come to an agreed collaboration.</p>
Quantitative (evaluation indicators)	Results	<p>Amount of meetings, activities and conferences. Amount of attendees and participants.</p>
	Innovative elements	<p>The content of the network meetings, which focuses on innovative methodologies in working with Roma.</p>
Transferability to other experiences		<p>A network can be organised within every community. All the activities organised by the network can be transferred.</p> <p>The project carried out a series of dissemination activities to share the lessons gained from the project with a wider audience. A number of national seminars and workshops were organised. Seminars were held on the subjects of intercultural communication, schooling of Roma, education within the Roma</p>

	<p>community,... Workshops included presentations on the subject of illegal immigration, the social support available to this population, poverty policies,.....</p> <p>The lessons of the project are readily transferable. New methodologies, the importance of close knit networks between social workers and teachers, the need for information on the subject of Roma, the need for participation of Roma,.... have all been transferred.</p>
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Training Sessions for people working with Roma

Analysis Parameters	Description
Action Name	Training sessions for people working with Roma
Promoter	Antwerp Centre for Minorities de8 vzw
Contact Information	Natasja Naegels, de8 vzw, natasja.naegels@de8.be , -32 3 270 33 03
Start year	2005
End year	On going
Problem it addresses	<p>A large number of the Roma population in Antwerp is uneducated, unemployed, living conditions are poor,... Their presence causes a number of problems. A lot of existing services and organisations (schools, jobcentres, social services,...) encounter difficulties in dealing with Roma pupils and Roma clients.</p> <p>There is a lack of knowledge about Roma culture.</p> <p>Organisations also wish to learn how to communicate with Roma and how to cope with the difficulties they present within our society.</p> <p>The sessions have two main objectives:</p> <ul style="list-style-type: none"> • to reinforce organisations in Antwerp in their dealings with Roma; <p>to integrate Roma into the existing organisations, services and society in general.</p>
Actors involved in the action design	Antwerp Centre for Minorities
Actors involved in the implementation	Antwerp Centre for Minorities
Brief description and main objectives	<p>A short training of 3 hours focuses on giving information about Roma and their culture, and offers participants new tools in dealing with problems caused by the presence of Roma in their organisation.</p> <p>Organisations, schools, police force,... have to invest only a limited amount of time in the training. It is very compact, what makes it accessible for a lot of people.</p> <p>The training sessions are only open to people working directly with Roma in schools, employment projects, the justice system,...</p> <p>It provides new insights and new tools to tackle the problems. People who attend the training go home with new approaches and a renewed point of view.</p>

	<p>The training sessions are kept as accessible and low profile as possible.</p> <p>Interaction and participation of the participants is a crucial part of the training.</p>
Financial resources (annual budget)	<p>The training sessions are offered for free.</p> <p>The person responsible for the training is paid within a fixed contract at the Antwerp Centre for Minorities. The trainings are a part of the overall tasks of the Roma project manager.</p> <p>The Roma projects manager is paid within the general funding of the Antwerp Centre for Minorities. Based on the results and effectiveness of their projects, the Centre receives funding from the Flemish government (Minister of Internal Affairs).</p>
Distribution of funding between agents (in percent)	
Main beneficiaries	<p>Training sessions started in 2005, and are ongoing.</p> <p>In the timeframe September 2011-august 2012 over 500 people have attended a training session.</p> <p>Ongoing training sessions include the Antwerp Police Force (2600 members), the department Samen Leven ("Living Together") of the City of Antwerp and the OCMW (social benefits organisation) of Antwerp.</p> <p>Besides these huge organisations, smaller organisations have organised training sessions: schools, social employment organisations, the prison of Merksplas,....</p>
Territorial coverage	<p>The Antwerp Centre for Minorities is active in the region of Antwerp.</p> <p>Occasionally we make an exception and offer training sessions outside our main territory.</p>
Operational dimension (diagnostic tools)	<p>The problem addressed (organisations lacking knowledge about dealing with Roma issues) is diagnosed by the organisations themselves.</p> <p>When an organisation decides that they need more knowledge and tools in addressing their Roma clients, they can book one or more training sessions.</p>
Operational dimension (intervention tool)	<p>Training sessions</p> <p>An important element of the success, and a crucial factor in its demonstration value, is the interaction between the trainer and its audience.</p> <p>Long standing contact between the trainer and the organisations helps to build a stronger content for the sessions and to deliver a more precise and accurate service.</p> <p>By engaging in activities, networks are built and they themselves add value.</p>
Who has assessed the experience?	<p>Assessment is organized on different levels.</p> <p>As an organisation, the Antwerp Centre for Minorities is evaluated</p>

		<p>on an annual basis by both the City of Antwerp and the Flemish Government. Annually, our results are evaluated by both governing levels responsible for our funding. Every year we write an extensive report with the quantitative and qualitative results demanded. This document will be analysed and discussed by the Flemish Government. Based on our results, decisions are made towards our funding.</p> <p>As we are based in Antwerp, the local Antwerp government also evaluates our efficiency. The team Samen Leven (Living Together) of the City of Antwerp is closely involved in the follow-up of our results.</p> <p>The participants of the training sessions are demanded to fill in an evaluation form. If necessary, these evaluations can be discussed with the persons that booked a training session.</p>
Qualitative (evaluation indicators)	Results	<p>The Police Force, Samen Leven and OCMW conduct a survey at the end of every training session. Feedback about the results of this evaluation is then used to adapt the content and/or methodology of the training sessions if necessary.</p> <p>A persistent interest of participants. One of the most valuable parts of the project, is the constant development of innovative ideas and methodologies within the training sessions. The interactive approach allows a flow of new ideas and methodologies.</p>
Quantitative (evaluation indicators)	Results	<p>To keep our funding secure, we have to provide a minimum amount of training sessions with a minimum amount of attendants. These numbers are always met.</p> <p>Last years numbers, as noted in our annual report for the time frame September 2011- august 2012 are:</p> <p>Number of training sessions: 23 Total number of participants: 500-550</p>
	Innovative elements	<p>The content of the training sessions, which focuses on innovative methodologies in working with Roma.</p> <p>The training sessions are also innovative as such, as there are no other training sessions available in Antwerp on this subject.</p>
	Transferability to other experiences	<p>The training sessions were firstly only offered to schoolteams. As they were so successful and in demand, they are now on offer for every organisation interested in learning more about Roma and their ways.</p> <p>The project carried out some dissemination activities to share the lessons gained from the project with a wider audience. A syllabus was written, so the information disseminated within the training session could be transferred.</p> <p>An article has been written in a national magazine on social</p>

	<p>affairs.</p> <p>The idea of “train the trainer” is being investigated. It is not an obvious plan to realise, as not a lot of expertise on working with Roma is available. Trainers need experience, skills and practice to be able to organise training for others.</p> <p>Drawing on the lessons learnt, the project also developed a Motivation Plan on Education, to act as a planning and policy-influencing instrument. The Plan was developed through a series of meetings with experts.</p> <p>The importance of the sessions has been recognised by both the local and Flemish government, and they will be on offer for years to come.</p>
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Training “Managing Diversity”

Analysis Parameters	Description
Action Name	Training “Managing Diversity”
Promoter	Marijke Bosma , programme manager, Telephone: + 31 30 6071537 E-mail: m.bosma@nieuwegein.nl
Contact Information	Municipality of Nieuwegein, PO Box 1 , 3430 AA Nieuwegein, the Netherlands. Telephone number: + 31 30- 607 1537 E-mail: gemeente@nieuwegein.nl website: www.nieuwegein.nl
Start year	2009
End year	2012
Problem it addresses	<p>Professionals in the frontline of their organisation have to have good knowledge and understanding of the local circumstances. These circumstances are constantly changing. One of these changes that has a strong impact on their work with clients is the increasing diversity of the population in Nieuwegein and its region.</p> <p>In many civil or governmental organisations professionals tend to think in terms of “target groups” or stereotypes. This categorization or stereotyping of people with a certain ethnic background sometimes lead to bad judgement or discrimination. But in other cases culture was being used and accepted by professionals as an excuse for their clients not abiding the law or participating in education or work.</p> <p>At the start of its project on complex Roma families, the project team of the municipality of Nieuwegein noticed that professionals reacted towards Roma in different ways. For example many organizations, including some departments of the municipality, did not maintain the same rules for Roma as they did for others. In many cases Roma had less duties or obligations than other inhabitants of the municipality.</p> <p>Some professionals regard Roma as victims. They mainly wanted to help them and sometimes invested a lot of time and energy in providing assistance.</p> <p>Another observation was that some professionals preferred to avoid contacts with Roma. Working with complex families with a Roma background is time consuming and requires a big investment of professionals. The professionals faced many disappointments in their daily work because of lack of motivation</p>

	<p>and participation among Roma parents, intimidation or other setbacks. This sometimes resulted in a certain tiredness (what is the purpose of investing in this group, it doesn't help anyway) and avoiding working with Roma families.</p> <p>Based on these observations the project team decided that the pilot project on complex Roma families could only become a success if all professionals would start cooperating together in a consistent and consequent way. To be able to reach this goal it was necessary to invest in creating shared values and a generally supported view on managing diversity.</p> <p>Therefore the municipality decided to provide theoretical and practical training to all professionals involved in the project.</p>
Actors involved in the action design	<p>Buro Balans, an external Dutch training and consultancy firm. In 1989 this firm started with activities and training in the field of diversity. Buro Balans adjusted its training to the specific wishes of the municipality of Nieuwegein, which were related to the new cooperation of 10 organisations within the Roma project Exchange/Wisselgeld.</p>
Actors involved in the implementation	<p>The trainer/owner of Buro Balans, Gerrit van Roekel, provided all trainings, both for the directors, the board of Mayor and Alderman, the managers and the executive professionals.</p>
Brief description and main objectives	<p><u>Training "managing diversity".</u></p> <p>From 2009-2012 the training was provided to the participating organisations of the project Exchange/Wisselgeld.</p> <p>The training was provided to all levels of the participating organizations, including the municipality: the managers/directors, the board of Mayor and Aldermen and the city council, the executing officers and the project team.</p> <p><u>Content of the training:</u></p> <p>One important starting point of the training is that working with diversity is not a free choice but a so called business case. In their spare time, everyone is free to decide to what degree they want to adjust to the diversity in society, but at work this freedom does not exist. Especially the participating managers of the training had to make sure that this message was being communicated very clearly at all levels in their organizations.</p> <p>Working with diversity requires knowledge, skills and the right attitude. Therefore the training focused on all three areas.</p> <p>The knowledge to work well with diversity is concentrated in two fields: group dynamics and cultural differences. Group dynamics involve processes like stereotyping, in- and exclusion, etc. Knowledge about these processes help people to understand what makes a person or group behave in a certain manner. Knowledge about cultural differences helps to understand why people act in a certain way.</p> <p>The training was based on the theory of pluralism. This theory</p>

	<p>gives grip in complex situations in which a front line professional has to make a (quick) decision. The theory is easy to transfer and relates to two other key concepts: culture relativism and universalism.</p> <p>Cultural relativism is the view that all beliefs, customs, and ethics are relative to the individual within his own social context. In other words, "right" and "wrong" are culture-specific; what is considered moral in one society may be considered immoral in another, and, since no universal standard of morality exists, no one has the right to judge another society's customs.</p> <p>Universalism is the opposite of culture relativism. The universalist considers the human being as a unique individual. This individual has equal human rights, which are part of the agreements of the United Nations and the fundamental right act of a nation. These rules are more important than cultural relations.</p> <p>Both key concepts contain good elements, but can also have negative consequences such as too much tolerance (cultural relativism) or too much strictness and lack of flexibility (universalism).</p> <p>The concept of pluralism unites the good elements of cultural relativism and universalism, which can be used in the daily practice of the front line professionals.</p> <p>Pluralism does not give a blue print with strict guide lines for the front line professional, but challenges the professionals to reflect critically on one's own way of thinking and that of the client. The central message of a pluralist is "participate, don't hold back". The pluralist always tries to improve social cohesion and to create a dialogue.</p> <p>Central themes related to pluralism:</p> <ul style="list-style-type: none"> -it is not about culture, but about being 'human' -all individuals are responsible for their own behaviour -essential values are universal and non-negotiable -human rights -reciprocity: capable of change -pragmatism, objectivism -together we build a society: shared citizenship. <p>The training does not provide strict guidelines for dealing with certain groups or individuals, it only provides a basic knowledge. Knowledge alone is not enough to come to effective actions. Therefore skills are needed as well.</p> <p>More diversity in society means more different types of situations to deal with, more alternatives to choose from and better ways to decide what to do in a particular situation. In order to be able to make this decisions, a large part of the training was focused on dealing with dilemmas. By training the decision process and providing basic lines of reasoning it becomes easier to reach a good decision in practice.</p> <p>The last part of the training focused on work attitude: the intention to do what's best in a situation and not to stick to habits or personal preferences. Respect for oneself and for the other.</p>
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	<p><u>Main objectives of the training</u></p> <p>-Introduction to the concepts of intercultural management and diversity, related to one's position in society and one's working environment.</p> <p>-Awareness of one's own 'cultural luggage' in relation to that of others.</p> <p>-to understand the relevance of the training topics in order to improve working with integrity and professionally.</p> <p><i>Annex: the training slides.</i></p>
Financial resources (annual budget)	On average 4 trainings were provided to different groups per year. Annual budget: € 15.000,--
Distribution of funding between agents (in percent)	The training sessions were financed by the municipality of Nieuwegein.
Main beneficiaries	<p>The direct beneficiaries of the training were the professionals involved in the municipal project Wisselgeld/Exchange:</p> <ul style="list-style-type: none"> a) a mixture of professionals working for local and regional organisations such as: the police, office of the public prosecutor, Council of Child protection, Bureau Youth Care, Vitras (social work), GGD (Municipal Health Care), three housing corporations, Movactor (Foundation for welfare work). b) Colleagues from internal departments of the municipal organisation: Social Affairs, Integration, Debt Relief, Compulsory Education department. c) The team of intermediaries, the operational project leader and the programme manager working on the municipal project Wisselgeld/Exchange. <p>The training could only become successful if all levels of professionals were included: both the governmental, managerial and the executing professionals of the above mentioned organisations received training, including the Board of Mayor and Aldermen and the city council of Nieuwegein.</p> <p>It was also very effective to mix different professions within one training: for example a mix of police officers, social workers, compulsory education officers, etc. In this way the different professionals got insight into each other's daily working practice and dilemmas. It appeared that most professionals did not have a clear idea of what other professionals were doing and what difficulties they were facing in working with complex Roma families.</p> <p>The indirect beneficiaries of the training were the clients of the above mentioned professionals and organisations: migrants in general and Roma in particular. The training improved the knowledge, skills and attitude of the professionals working with migrants and other vulnerable or minority groups.</p>
Territorial coverage	Country: Netherlands

	Region: Province of Utrecht Municipality: Nieuwegein.
Operational dimension (diagnostic tools)	The problems addressed were diagnosed by the project team of the pilot project Exchange/Wisselgeld. The project leader conducted interviews with all external participating grass root level organisations and other local and regional institutions. During those interviews this diagnosis was widely supported by those organisations. All participants shared the opinion that it was important for all professionals working with complex Roma families, to act form a shared view on dealing with diversity.
Operational dimension (intervention tool)	The intervention tool: the training sessions. These training sessions could only be successful however, because they were integrated in the pilot project Exchange/Wisselgeld, which was described in the other best practice of the municipality of Nieuwegein.
Who has assessed the experience?	There has not been an official assessment by a scientific or neutral institute. At the end of every training session, the trainer distributed evaluation forms among the participants. These evaluations forms were handed over to the programme manager of the municipality of Nieuwegein. In almost all cases the evaluation came out very positive. The participants indicated that the outcome and lessons of the training could be easily integrated in their daily work and would help them with judging the dilemmas related to diversity. After ending the pilot project on complex Roma families in 2012 the municipal programme manager conducted an overall evaluation of the pilot project with all participating organisations. Many participants referred to the training on managing diversity as one of the success factors behind the project and concluded that sharing of one vision in the field of diversity and integrity contributed to an unambiguous way of dealing with the complex Roma families .
Qualitative Results (evaluation indicators)	See under 16.
Quantitative Results (evaluation indicators)	Number of people who received training in the past three years: 175. The participants evaluated the quality of the training with a 8 (on a scale of 1 to 10).
Innovative elements	-The content of the training, which gives professionals a new view on managing diversity. -the practical angle of the training, which supported the professionals in dealing with their daily dilemmas in working with complex Roma families -the mix of all different professions and professional levels (managers, executing professionals, governors, etc.)
Transferability to	The content of the training is easily transferable and adaptable to

other experiences	other practices, also in other countries. The training Bureau has successfully conducted the training in other organisations in the Netherlands, but also in other countries such as Belgium, South Africa, Tsjech Republic and Germany.
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4. Receptions programs form migrant, Roma, or ethnic minorities or traveller community members

Ethnic Minority Support Centre

Analysis Parameters	Description
Action Name	Newry & Mourne Ethnic Minority Support Centre
Promoter	Newry & Mourne District Council Challenge of Change Peace III Newry & Mourne District Council Office of First Minister/Deputy First Minister Northern Ireland
Contact Information	Newry Town Hall Bank Parade Newry BT35 6HR Telephone: 028 3025 2544 Email: ethnicsupport@newryandmourne.gov.uk
Start Year	2007
End Year	Ongoing
Problem it addresses	The Centre provides free advice and support to minority ethnic communities in their own languages- Problems addressed relate to the following; Access to social benefits, education, language courses, health, health insurance, pension enquiries, marriage, housing issues including housing benefits, requests for social housing. The Employment Rights Clinics provide assistance to ethnic minority residents with employment-related issues, e.g. denial of employment rights including holidays, sick leave and pay, working hours, maternity leave and entitlements,, right to written statements of terms and conditions, itemised pay slips, unfair dismissals, redundancies, accidents at work, pending court cases, self employment registration, completing forms for Revenue and Customs.
Actors involved in the action design	Challenge of Change, Wellbeing Action Partnership, Newry and Mourne District Council, local minority ethnic groups.
Actions involved in the implementation	Consultation Recruitment of support worker Development of Action Plan
Brief description and main objectives	The Newry and Mourne Ethnic Minority Support Centre opened in 2007 as Newry and Mourne Council's response to the changing demographics in the area and the needs of the new migrant communities. Objectives: Creation of One-Stop-Shop initial point of contact for Black and Ethnic Minority residents. Providing information, support and sign posting in Newry & Mourne. Collation of details of existing service provision by statutory and voluntary agencies. Provision of out reach clinics Assist local community groups to increase understanding of ethnic diversity and promote integration. Facilitate two-way communication between statutory agencies,

	community groups and ethnic minorities.
Financial resources (annual budget)	The centre is funded by way of the Good Relations Fund from the Office of the First Minister and Deputy First Minister in Northern Ireland.
Distribution of funding between agents (in percent)	100% funded by way of the Good Relations Fund from the Office of the First Minister and Deputy First Minister in Northern Ireland.
Main beneficiaries	Members of Migrant Community living in Newry and Mourne.
Territorial coverage	Newry and Mourne District Council area.
Operational dimension (diagnostic tool)	Diagnosis is made by way of direct contact with the migrant community. The migrants can attend the office of the support centre and access front line advice and support by discussing their problems with the employee.
Operational dimension (Intervention tool)	<p>In partnership with the Citizens Advice Bureau (legally trained advisors) the Employment Rights Clinics provide assistance to ethnic minority residents with employment-related issues, e.g. denial of employment rights including holidays, sick leave and pay, working hours, maternity leave and entitlements, right to written statements of terms and conditions, itemised pay slips, unfair dismissals, redundancies, accidents at work, pending court cases.</p> <p>The centre also refers cases to the legal team at the Northern Ireland Equality Commission. The commission supports complainants in taking legal action against employers on grounds of discrimination. It should be noted there is no government funding (legal aid) to bring employment cases in Northern Ireland, therefore any funding secured by way of the Equality Commission to pursue a case is extremely beneficial.</p> <p>The Centre works in partnership with other statutory and voluntary organisations providing regular specialist advice clinics in the area of housing (with the Northern Ireland Housing Executive) and employment rights (with the Citizens' Advice Bureau,) the Bureau has delegated two advisors to provide legal advice.</p> <p>The centre also provides free front-line advice and support in respect of social benefits, education language courses, health (hospital appointments and interpreters) , health insurance, pension enquiries, marriage ceremonies, housing issues including housing benefits, requests for social housing, assistance to families who have suffered bereavements- advice regarding arranging funerals, organising help through charities –for access to clothes, food vouchers, home heating.</p> <p>The centre also has two outreach clinics outside the City of Newry in Newtownhamilton and Kilkeel.</p> <p>The centre was allocated £3000 for destitute members of the migrant community.</p> <p>In 2011, the centre launched a monthly magazine in Polish highlighting up and coming events.</p> <p>The centre also organises training courses eg. childminding courses.</p> <p>It also organises Information Clinics on a range of topics such as; Redundancy, social benefits, completing census forms, policing.</p>
Who has assessed this experience?	The centre has not been formally assessed.
Qualitative Results	The centre referred a case of employment racial discrimination in

(evaluation indicators)	the Newry and Mourne area to the Equality Commission. The migrant worker received £17500.00 in compensation.
Quantitative results (evaluation indicators)	In 2011 the centre dealt with 1658 cases in the areas of employment rights, housing, social security benefits, education, healthcare and general access to services. 70 % of clients are of Polish origin, 25% of Lithuanian origin, 3% of Slovakian, Latvian and Hungarian origin, and the remaining 2 % are Bulgarians, Chinese, and Filipino.
Innovative elements	The Newry and Mourne Ethnic Minority support Centre is the only council-run support centre for ethnic minority residents in Northern Ireland.
Transferability to other experiences	The support of the local authority enabled the creation of the Ethnic Minority Support Centre. The centre employs a member of the Polish community to deliver the services to the migrant community. With secured funding a similar centre could be established in any of the partner regions. Please see appendix 1- press release of Centre launch.

Santa Cruz Diverse

Parameter Analysis	Description
Action Name	"Santa Cruz Diversa" Project
Promoter	Santa Cruz de Tenerife Town Hall
Contact Information	Social Assistance Service / Social Assistance Local Institute (IMAS) San Pedro Alcántara Street, 5 38002 Santa Cruz de Tenerife Contact person: Mrs. Paula García-Talavera Trujillo Phone: +34 922 606 719 Mail: santacruzdiversa@santacruzdetenerife.es Web: www.santacruzdetenerife.es Virtual guide: www.santacruzdiversa.es
Start year	July 2008
End year	December 2011
Problem it addresses	<ul style="list-style-type: none"> 5) Advice for regularization of the administrative situation and procedures related to residence. 6) Access to information and public and private resources in the Municipality. 7) Access to Employment. 8) Vocational training. 9) Discrimination (in access to employment, access to housing, some public services, access to benefits and grants, especially the undocumented population in neighboring communities, neighborhood associations, etc..). 10) Greater social vulnerability and increased risk of social exclusion of the foreign population. 11) Lack of Spanish Language. 12) Special situation of many immigrant women. 13) Special situation of foreign children (unaccompanied). 14) Organizational strengthening of associations of immigrants.
Actors involved in the action design	Groups and associations of foreign immigrant population of Santa Cruz de Tenerife / Neighborhood associations in all districts / NGOs / Schools (students and teachers) / Town Hall of Santa Cruz de Tenerife (Social Assistance Service, Citizen Participation Service and Development Society of Santa Cruz de Tenerife)
Actors involved in the implementation	Throughout the four editions multitude of agents had participated in the implementation of actions: 15 associations of immigrants from Latin America and Africa primarily, teachers and students of schools in the Municipality, NGOs, several municipal services, the University of La Laguna (Tenerife), the Development Society of Santa Cruz de Tenerife, companies in the municipality (hairdressing, training, law offices specializing in immigrations, theater companies), the Patio of Cultures, Mosaic Association (plural space for social education).

<p>Brief description and main objectives</p>	<p>In the framemark of the European Year of Intercultural Dialogue in 2008, the Town Hall of Santa Cruz de Tenerife designs and launches the Santa Cruz Diversa project whose main objectives are:</p> <p>Facilitate the integration of immigrants and foreign-born in Santa Cruz de Tenerife. Improve the public image of immigration and promote the positive aspects of a society characterized by cultural diversity. Enhance diversity management in the city of Santa Cruz de Tenerife by incorporating intercultural perspective in all areas and municipal resources.</p> <p>The four editions of the project have developed awareness and approach to the reality of migration, emphasizing the positive aspects of cultural diversity, recalling the diverse origins of the Canary Islands. They have launched social counseling work, specific legal advice on immigration matters and support to immigrant associations to strengthen them and their approach and interaction with other civic organizations in the municipality. The training and social-job advising have also been present in the four editions having held numerous courses and workshops, according to the needs identified. The virtual resource guide www.santacruzdiversa.es has been designed, created and maintained throughout this process.</p> <p>The fourth phase of the project focused its efforts on the job, running an intensive training program designed specifically for the group, in terms of content, schedules, standards, editions, etc.. In parallel to the training plan, it was intensified employment counseling service and entrepreneurs counseling service. During the four phases has been updated diagnosis on the foreign population in Santa Cruz de Tenerife through a participatory process promoted by the Project. Because of this, it has been designed and developed the draft of the First Municipal Plan of intercultural coexistence of Santa Cruz de Tenerife, which it's pending to be approved.</p>
<p>Financial resources (annual budget)</p>	<p>Santa Cruz Diversa I: 163.039€ Santa Cruz Diversa II: 147.707,81€ Santa Cruz Diversa III: 51.700€ Santa Cruz Diversa IV: 84.864€</p>
<p>Distribution of funding between agents (in percent)</p>	<p>Santa Cruz Diversa I: Canary Islands Government (79,42%) + Town Hall of Santa Cruz de Tenerife (20,58%) Santa Cruz Diversa II: Canary Islands Government (85%) + Town Hall of Santa Cruz de Tenerife (15%) Santa Cruz Diversa III: Canary Islands Government (100%) Santa Cruz Diversa IV: Canary Islands Government (100%)</p> <p>In the four phases of the project, the Town Hall of Santa Cruz de Tenerife has hired different companies and associations for the implementation of the activities and the work needed to implement the project.</p>

Main beneficiaries	<p>The four phases of the project have focused his performance in positive actions aimed at non-EU foreign population resident in Santa Cruz de Tenerife, as well as Romanian and Bulgarian population. However, many of the actions have been opened to foreign population and community dual national population (population "returned").</p> <p>Also many actions have been open to citizens of the town, looking for the intercultural encounter between people born in the Canary Islands and those born elsewhere in the world.</p> <p>Another group of four phases actions have targeted professional social resources of the municipality.</p>
Territorial coverage	<p>Municipality of Santa Cruz de Tenerife, the four editions of the project have been active in the five districts of the municipality: Anaga, Ofra-South Coast-La Salle Health, Central, Southwest.</p>
Operational dimension (diagnostic tools)	<ol style="list-style-type: none"> 4) Analysis of content (reports and studies) and data (study primary sources of statistical information). 5) 50 interviews with questionnaire targeted social support of the municipality and city staff (professional NGOs, immigrant population associated and not associated, technical personnel from different municipal services, etc.) 6) Discussion Groups. 7) Recovery and validation of diagnosis in the conference: Presentation on the methodology and the results of diagnosis and interventions shift the participants. 8) Workshops where visualization techniques were used through panels which were collecting proposals and contributions. 9) Recovery and validation. 10) Each validation group worked reviewing technical proposals for measures and actions set for each axis of the plan.
Operational dimension (intervention tool)	<p>Awareness campaigns:</p> <ol style="list-style-type: none"> 6) Editing videos. 7) Edition of three issues of the magazine "Perspectives": 2009 (associations and cultural diversity); 2010 (youth and cultural diversity); 2011 (gender and cultural diversity). 8) Workshops and lectures in schools, neighborhood associations and associations over the five districts of the Municipality. 9) Billboards, public transport pictures, radio spots, newspaper skirts with the slogan "<i>Diversity is our strength</i>" 10) Workshops to raise awareness against gender violence. <p>Legal advice on Aliens:</p> <ol style="list-style-type: none"> 9) Information meetings on immigration legislation in the districts of the city with the highest number of foreigners. 10) Individual assessment by professionals skilled / os in aliens, with adaptation of schedules to the users needs (renewals, rootedness, family reunions, national resources, removal order, sanctioning, residence minors.)

	<p>Education and training:</p> <ol style="list-style-type: none"> 6) Workshops on creation, registration and management of partnerships; design viable projects and access to grants. 7) Three editions of the Spanish course for foreigners. 8) Two editions of the translation and interpretation course for public services: linguistic mediation. 9) Training plan 2011: computer literacy, food handling, childhood diseases and healthy eating, introduction to Alzheimer's disease, hairdresser assistant. <p>Career Counseling:</p> <ul style="list-style-type: none"> • Individualized and comprehensive tutorials (career guidance and active job search) for foreign residents in the Municipality – Santa Cruz Diversa I – • Career counseling workshops aimed specifically at foreign women outside the EU – Santa Cruz Diversa II – • Specific training plan designed after analysis of needs identified among foreign non-EU resident in the municipality – Santa Cruz Diversa IV – • Group sessions and personalized tutoring sessions on various aspects of employability and self-employment. <p>Access to information and resources:</p> <ol style="list-style-type: none"> 9) Design, development and maintenance of the Virtual Resource Guide: www.santacruzdiversa.es 10) Getting Started Guide for the new neighborhood translated into six languages (Spanish, Simplified Chinese, French, Portuguese, Arabic) in digital and paper. 11) Information leaflet on municipal social services. 12) Brochure informational resource of Women's Civic Center. 13) Signage on project activities and dissemination actions. <p>Planning of municipal policy and development of mechanisms for citizen participation:</p> <ol style="list-style-type: none"> 13) Participatory appraisal. 14) Working Committees citizenship. 15) Technical Working Committees. 16) Joint working committees. 17) Preparation and updating of diagnosis on the foreign population in the municipality of Santa Cruz de Tenerife. 18) Return of diagnosis and formulation of the draft Municipal Plan intercultural coexistence. 19) Final draft of the draft Municipal Plan 2012-2015 and Intercultural Coexistence centered proposal approval.
<p>Who has assessed the experience?</p>	<p>The four phases of the project have had an external evaluation carried out by specialized companies. The first three phases of the project were evaluated by a standardized process for the company TECHNOEMPLOYMENT, using the following assessment tools: evaluation questionnaires population participant / beneficiary, EFQM assessment, accreditation and site assessments.</p> <p>Also the third phase was evaluated by co-financing entity, the Canary Islands Government, which issued its report <i>"highly</i></p>

	<p><i>favorable values give continuity and expansion work that is being developed".</i></p> <p>The fourth phase of the project was evaluated through a standardized process evaluation through questionnaires to the public participant / beneficiary, and accreditation and site assessments. This evaluation was performed through a technical assistance from external evaluator, Juan Carlos Cordoba Tangle, expert assessment of local public projects and European level.</p>
<p>Qualitative Results (evaluation indicators)</p>	<p>Santa Cruz Diversa I: The evaluation shows successful implementation of project activities, meeting the general and specific objectives marked. We have implemented numerous participatory activities which together have been highly appreciated by the beneficiaries.</p> <p>Santa Cruz Diversa II: For the eight evaluated activities of the 12 executed, appreciation and satisfaction of the beneficiaries of these ranges from satisfactory to excellent high, except in an activity that is satisfactory.</p> <p>Santa Cruz Diversa III: The results of individual surveys conducted by the external evaluation show an overall satisfaction rate of over 4 on a scale of 1 to 5, where 1: very poor, and 4 excellent. Each and every one of the activities subject to such valuations obtained positive evaluation.</p> <p>Santa Cruz Diversa IV: The satisfaction questionnaires completed by the beneficiary population and participating in the activities collected an average score of very satisfactory, since the degree of satisfaction varies between satisfactory and excellent. Furthermore, the assessment made by the external evaluation as a whole is of satisfaction and compliance.</p>
<p>Quantitative Results (evaluation indicators)</p>	<p>Below are specified for each phase, results and indicators. During the four phases and largely due to the methodology used, initial expectations were exceeded, so refers to the number of beneficiaries and the number of program activities initially. An indicator in this regard is the average degree of economic performance of the four phases of the project is 93.29%</p> <p>Santa Cruz Diversa I:</p> <ul style="list-style-type: none"> - 5 intercultural encounters in different districts of the municipality: 450-475 people of many different nationalities - 1 workshop on partnership and association management: 20 people of different immigrant groups - 5 workshops led to greater awareness of the municipality: 71 participants from the five districts - 26 comprehensive individualized tutoring (socio orientation and actively seeking work): 26 people - 1 intercultural workshop with young people: 10 young people participated - One virtual resource guide on immigration in Santa Cruz designed

Santa Cruz Diversa II:

- 3 Guidance workshops "Compass: information for training": 35 people (27 women and 8 men)
- 1 training workshop (15 hours) on associations, creation and registration of associations and viable project design: 24 people
- 1 Spanish course (two months): 6 people
- 5 intercultural theater in 5 districts of Santa Cruz: 179 people
- 7 awareness sessions in secondary schools: 369 students / os
- 1 participatory assessment conducted through group sessions with 13 immigrant groups in the municipality
- Five information meetings about "the immigration law" in all five districts: 150 people

Santa Cruz Diversa III:

- 399 indirect beneficiaries of the project.
- 150 direct beneficiaries.
- 287 formalized consultations on legal issues with Aliens.
- 1 workshop (two days) with the township civic organizations on partnership, issues of partnerships, etc...: 57 participants from 24 associations in the municipality
- 1 Posted: second edition of the journal Perspectives. Printed and distributed 5,000 copies.
- One virtual resource guide on immigration in the current municipality.
- 1 Getting Started Guide conducted in Spanish and published in digital format.
- 6300 brochures on virtual guide, printed in six languages.
- 1 course on translation and interpreting for public services: linguistic mediation. ULL
- 5 translations. It has been translated publication Getting Started Guide to 5 languages: English, French, Portuguese, Simplified Chinese, and Arabic.
- Completion and printing of diagnostic summary on immigration developed in Santa Cruz Diversa II project and dissemination among groups.
- 1 draft municipal plan intercultural coexistence, conducted through a participatory process
- 6 information meetings about the immigration law, held in different districts
- 400 posters printed on project information and activities

Santa Cruz Diversa IV:

- Number of project beneficiaries: 438 people
- Number of direct beneficiaries of the project 260
- Number of women beneficiaries / participants: 145 (55.77%)
- Number of individualized legal advice for immigrants: 163 (73 people)
- Number of training developed for non-EU foreign nationals or dual nationals: 9
- Number of staff participating in the validation of the Plan: 13
- Number of magazine (magazine edition 1: 2,000.)
- Number of workshops on the prevention of violence: 4

	<p>workshops, 29 beneficiaries.</p> <ul style="list-style-type: none"> - Number of information leaflets on local resources: 4000 (municipal center for women and social services) - One virtual resource guide on immigration in Santa Cruz de Tenerife: updated and completed with intercultural education section. (at least 500 people visited the site in January) - Number of sensitization workshops with youth in schools: 5 sessions: 300 students / os - Number of career counseling group sessions: 3 workshops - Number one tutoring to improve the employability of groups of foreigners: 39 people using - Number of business advice for foreigners: 17 users / as seen / as.
Innovative elements	<p>The participatory approach has been the key element of this project as it has encouraged the active participation of the public and local authority stakeholders. We highlight the different phases of the design methodology for the second, third and fourth phases of the project and for the development of the draft Municipal Plan:</p> <p>Methodological Phase 1: Preparation of the assessment of the situation of immigrants in Santa Cruz de Tenerife. Methodological Phase 2: Return of the Diagnostic and validation. Methodological Phase 3: Participatory process of drafting the document base of intercultural coexistence Municipal Plan.</p> <p>Methodological 4th phase: Municipal Plan Intercultural Coexistence of Santa Cruz de Tenerife. Approach also cross-cultural perspective that has kept the project from its origins, without losing sight of the specific needs of this group.</p> <p>Projects included various types of actions, addressing in all phases awareness, actions targeted at women, actions for non-EU foreign population only actions but also open to all people seeking intercultural encounter.</p> <p>The whole process is aimed at achieving a municipal planning in integration, diversity management and intercultural coexistence, culminating in the adoption of the proposed Municipal Plan I Intercultural Coexistence of Santa Cruz de Tenerife.</p>
Transferability to other experiences	<p>The transversal approach without neglecting the specificity. Performing diagnostics and updating on the situation and the needs of the collective. Participatory methodology for the design and execution of most of the activities. It is essential to achieve a climate of trust between agents. Involve wide variety of actors. The visibility and maintaining the same name that helps people to identify the program. The continuity and therefore the design of the intervention as a process and not as a sum of specific actions.</p>

Challenge of Change

Analysis Parameters	Description
Action Name	Challenge of Change
Promoter	Peace III Southern Partnership Newry & Mourne District Council
Contact Information	Challenge of Change PEACE III Southern Partnership Newry and Mourne District Council Tel: 028 3031 3189 Email: justyna.mccabe@newryandmourne.gov.uk
Start Year	2007
End Year	Ongoing
Problem it addresses	<p>Challenging racism is at the core of Challenge of Change's work which ranges from capacity building programmes and integration projects, through to grass-root anti-racism work at community level and targeted anti-racism programmes.</p> <p>Challenge of Change has introduced an Independent Reporting Scheme for Racist Incidents and Racial Discrimination. The scheme is an independent and confidential mechanism to encourage the local community to report any racist incidents within the area.</p>
Actors involved in the action design	Peace III Southern Partnership
Actions involved in the implementation	Identification of need Consultation with community and stakeholders Design of Programme Funding application Development of Action Plan and Strategy Recruitment of officers
Brief description and main objectives	<p>The Challenge of Change Priority aims to facilitate greater involvement of people from Black and Minority Ethnic Communities in civic, community and political life and increase community cohesion. The objectives of the priority include;</p> <ul style="list-style-type: none"> • To address issues around overt and covert racism; • To promote understanding and respect for cultural diversity; • To create opportunities for BME communities to become further involved in civic, community and political life; • To increase sustained and meaningful contact between BME and indigenous communities.

Financial resources (annual budget)	Approximately £400,000 per annum									
Distribution of funding between agents (in percent)	<table border="0"> <tr> <td></td> <td>Republic of Ireland</td> <td>Northern Ireland</td> </tr> <tr> <td>Community Fund:</td> <td>29.22323%</td> <td>70.77677%</td> </tr> <tr> <td>Government :</td> <td>50.90417%</td> <td>49.09583%</td> </tr> </table>		Republic of Ireland	Northern Ireland	Community Fund:	29.22323%	70.77677%	Government :	50.90417%	49.09583%
	Republic of Ireland	Northern Ireland								
Community Fund:	29.22323%	70.77677%								
Government :	50.90417%	49.09583%								
Main beneficiaries	Indigenous Community and the Black and Minority Ethnic Community									
Territorial coverage	Armagh, Banbridge, Craigavon and Newry and Mourne and also the cross-border areas (Louth and Monaghan.)									
Operational dimension (diagnostic tool)	Diagnosis is generally made by way of Challenge of Change officers engaging with members of the BME community themselves and by engagement with other community and statutory bodies in order to ascertain the problems that the BME community are experiencing.									
Operational dimension (Intervention tool)	<ul style="list-style-type: none"> • Providing a signposting service, support and advice to BME communities across a number of areas. • Offering training and development opportunities across a range of topics including English Language classes, cultural diversity and awareness training, capacity building training and mentoring. • Supporting BME involvement in community groups. • Developing anti-racism programmes and training sessions and supporting events that promote cultural awareness and diversity. • Challenge of Change also retains legal advisors and advocates to; <ul style="list-style-type: none"> • To provide a free, confidential and accessible employment rights advice and support service to members of minority ethnic communities in the Newry and Mourne, Banbridge and Armagh areas through establishing regular employment rights clinics. • To provide assistance with completing Industrial Tribunal claims and Equality Commission application forms for assistance. • To provide legal support and representation to clients. 									
Who has assessed this experience?	<p>In 2008 Challenge of Change received the Northern Ireland Local Government Association (NILGA) Award for Best Partnership working and in 2009 was a runner-up for the Association for Public Service Excellence (APSE) annual award.</p> <p>An independent evaluation of the programme was conducted in 2011 by Wallace Consulting.</p>									
Qualitative Results	The Independent Evaluation of the Challenge of Change									

(evaluation indicators)	<p>Programme reported;</p> <p>“Overall, respondents under Challenge of Change have illustrated considerable impacts in relation to reports of increased contact and friendships between people from different nationalities (e.g. 9% decrease in those reporting no inter-racial contact and 12% decrease in those reporting no inter-racial friendships). At the beginning of the programme of activity 49% of respondents stated that they had never taken part in mixed race activities and this decreased to 23% upon programme end. The proportion reporting that they were “always” willing to engage in inter-racial activities also increased from 30% to 48% of respondents.”</p>
Quantitative results (evaluation indicators)	<p>In respect of the Challenge of Change Target Action of “Providing Advice, Support and Signposting” the 2011 evaluation of the programme reported the following attendance levels between Jan 2010 and March 2011;</p> <p>Specialised Events- 359 people</p> <p>Outreach Clinics- 95 people</p> <p>From August 2011 to date 422 people have attended the same action events.</p> <p>It is important to highlight that this is only one of the actions Challenge of Change are involved in.</p>
Innovative elements	<p>An independent evaluation of the programme in 2011 stated: ‘The Challenge of Change programme is unique in Northern Ireland. No other PEACE III cluster or Council area has invested as heavily in facilitating the involvement of BME communities in civic, community and political life. This investment has allowed work to take place that would not have otherwise happened and has facilitated the development of unique projects and a range of best practice examples’.</p>
Transferability to other experiences	<p>The Challenge of Change example can be transferred to the other partner areas if needs are identified, stakeholders become involved, funding is secured and a needs focused strategy and action plan are developed.</p>

Living conditions of nomadic groups

Analysis Parameters	Description
Action Name	<p>“Social development for traveling people.”</p> <p>It is a strategy including</p> <ul style="list-style-type: none"> - A network of “sites” for travelling people / nomadic groups in the intermunicipality of Sénart, France - A “welcome” and care policy for those groups
Promoter	SAN de Sénart (Intermunicipality authority and administration)
Contact Information	SAN de Sénart, Carré Senart, 9 allée de la Citoyenneté BP6 77567 Lieusaint Cedex (France)
Start year	1989
End year	<p>2008 before the governmental decision on expulsions of illegal settlements started in 2010 in addition to an “aid” to voluntary return and still continues today. It would therefore be interesting to know whether the local actions of Sénart</p> <ul style="list-style-type: none"> - have continued despite of the national context. - have been a solution to avoid the expulsions by upgrading the site - have been reduced or stopped because of the national context. <p>This is to be investigated further. For a brief overview on the national context and number of expulsions: http://fr.wikipedia.org/wiki/Roms#France</p>
Problem it addresses	Living conditions of nomadic groups
Actors involved in the action design	The action was led by the Intermunicipal council in compliance with the previous national law on travelling people (loi Besson of July 2000) and with the Department’s welcome scheme for travelling people (approved on the 07/02/2003).
Actors involved in the implementation	The State, the Department Council, the local Family Allowance Fund, Municipalities, charities
Brief description and main objectives	<p>1989: the municipalities entrusted the intermunicipality to welcome the “travelling people”.</p> <p>1991: the 1st social action is set, together with the local Family Allowance Fund (CAF): school tutorship, job search, support to self-employment, etc.</p> <p>2000: the former national law on travelling people set department schemes, entailing a target for the Intermunicipality (116 places i.e. 58 families).</p> <p>2007: with other 4 public bodies, the Intermunicipality launches a care policy for travelling people</p> <p>2008: the target set by the Department scheme is reached.</p> <p>Objectives were updates throughout the whole implementation of the policies towards the nomadic groups and travelling people. The latest objectives (launch of social tutorship programme for the improvement of travellers’ life conditions, October 2008) were defined as it follows:</p> <ol style="list-style-type: none"> 1. Diversify the action plans according to the typology of travelling people

	<ol style="list-style-type: none"> 2. Foster the provision of fitted accommodation 3. Develop an education support for families 4. Structure the project together with the neighbouring administrations 5. Establish a consultation and monitoring system
Financial resources (annual budget)	<p>For the network of sites: Total of € 3,2 million for the 3 travellers' sites (28% from the State, 19,5 % the Intermunicipality, 18% the Regional Council, 16% the VAT Clearing Fund, 10% the local Public Undertaking for Spatial Planning, 6% the Department Council, 2,5% the local Family Allowance Fund)</p> <p>+ 100.000 € for the Experimental social project for travelling people by calls for projects (50% by the State, 30% the Intermunicipality, 20% the Department)</p>
Distribution of funding between agents (in percent)	The budget available for the Experimental social project was granted through calls for projects for associations.
Main beneficiaries	Nomadic groups present on the territory
Territorial coverage	The territory of the intermunicipality
Operational dimension (diagnostic tools)	(The diagnostic is not specified but is shared between the stakeholders.)
Operational dimension (intervention tool)	<p>2008 Strategy Actions:</p> <p>Action 1: welcome of travelling people on the sites</p> <p>Action 2: social and education support to families</p> <p>Action 3: adaptation of housing</p> <p>Action 4: mediation and watch cell.</p> <p>Activities for Action 1, the Delivery of the "hosting sites":</p> <ol style="list-style-type: none"> 1. logistic maintenance 2. management & training (administrative; technical and financial follow-up; conflict management; staff training) 3. preparation of documents for the users 4. preparation of the reception of the families 5. procedures and enforcement of laws 6. budget, study and monitoring <p>Activities are adjusted according to the "backward planning" (retroplanning).</p>
Who has assessed the experience?	One of the interrogations is whether the experience has been implemented enough time to have an evaluation.
Qualitative Results (evaluation indicators)	For the 2008 Strategy, examples of indicators were:: satisfaction rate of families, number of children going to school (on the number of those in school age), quantity of fitted housing delivered; comparison of illegal parking/settlement over 5 years.
Quantitative Results (evaluation indicators)	For the experimental projects (deriving from the strategy), indicators were the schooling of children by age and gender over 3 years, and the quantity of fitted accommodation for travellers
Innovative elements	Cooperation approach with a strong local initiative – integrative approach including accommodation, counselling and improvement of living conditions.
Transferability to	This experience can be transferred depending on the national

other experiences	context. Also the target groups are “traveling people” and can be different from other roma target groups.
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Regional Integrations Centre Foyer Brussels

Analysis Parameters	Description
Action Name	The Regional Integration Centre Foyer Brussels (Regionaal Integratiecentrum Foyer)
Promoter	"Foyer", a non-profit organization that was founded in 1969. Situated in Molenbeek. It is active on the municipal, regional and international levels, focusing on the global integration problems of ethnic minorities.
Contact Information	Koen Geurts Roma en Woonwagenbewoners - Integratiecentrum Foyer Postal. Adr.: Werkhuizenstraat 25, 1080 Brussel Office.: Mommaertsstraat 22, 1080 Brussel +32-2-411.87.32 e-mail: koen.geurts@foyer.be URL: www.foyer.be
Start year	1969
End year	on-going
Problem it addresses	<p>The Regional Integration Centre Foyer Brussels (RICFB) works to foster a society which takes a positive approach to diversity and in which ethnic and cultural minorities participate fully."</p> <p>With this purpose, RICFB has developed specific policies in four areas of work:</p> <ol style="list-style-type: none"> 1. Promote diversity and positive communities where different cultures live together, by working towards social cohesion. 2. Support and expand existing local structures. This means working in partnership with local authorities to create and/or improve conditions to allow for full participation by ethnic and cultural minorities in processes that improve their integration in our society. 3. Promote the participation and empowerment of cultural and ethnic minorities by developing, reinforcing and expanding the activities of organisations that work directly with these groups. Foyer should therefore support and reinforce the work of these grass-roots organisations by helping them to collaborate with other organisations with the aim of general emancipation of these groups and integration into society. 4. By working on the basis of a concrete understanding of multiculturalism and "inter-culturalism", ensure access to means to support integration including bridging initiatives like: a legal aid service, working with Roma and Travellers, education and training, integration into the labour market, the "Palace of the Normal and the Strange", etc.
Actors involved in the action design	"Foyer" is a historically grown collection of several related (non-profit) organisations. The Regional Integration Centre Foyer Brussels – the official Flemish integration centre of Brussels Capital Region – is just one of those organisations

Actors involved in the implementation	See above
Brief description and main objectives	<p>This is the list of the activities of the Regional Integration Centre Foyer Brussels</p> <ul style="list-style-type: none"> * Shared Housing Project: Foyer has arranged two houses in Molenbeek for the purpose of 'kangaroo housing', i.e. a formula in which elderly native people share the same house with a young immigrant family * Palace of the Normal and the Strange: A permanent exposition on racism and prejudice in the form of a series of playful tasks. Oriented to 10-16 years old. In Dutch and in French. * Legal Service: Legal advice and support, and also training sessions and newsletters regarding the legal position of foreigners in Belgium (non-Belgians, asylum seekers, refugees, undocumented...) * Service for travelling people and Rom gypsies: Second-line support centre for Rom gypsies and travelling people: administrative, pedagogical, medical, social, legal support
Financial resources (annual budget)	The resources come from partnerships with several different federal bodies of Belgium
Distribution of funding between agents (in percent)	Not known
Main beneficiaries	<p>Women Men Youngsters Roma Travellers Refugees Newcomers</p>
Territorial coverage	Brussels Capital Region
Operational dimension (diagnostic tools)	Not known yet
Operational dimension (intervention tool)	Not known yet
Who has assessed the experience?	The activities are currently being performed. The evaluation will be undertaken in a later phase.
Qualitative Results (evaluation indicators)	The activities are currently being performed. The evaluation will be undertaken in a later phase.
Quantitative Results (evaluation indicators)	The activities are currently being performed. The evaluation will be undertaken in a later phase. It would be interesting to understand better the rationale behind each activity apart from intercultural dialogue.
Innovative elements	The action covers different target groups (migrant families, elderly, roma groups). It is a bit experimental and involves several

	other associations.
Transferability to other experiences	More information and evaluation would help us to identify what activities work best.

Right of Stay in the German confederation specifically for Romanies

Analysis Parameters	Description
Action Name	Generally: Right of Stay in the German confederation specifically for Romanies: City of Göttingen
Promoter	Minister of the Interior, Alienagency (Ausländerbüro)
Contact Information	www.bleiberecht.de , www.bleibinhessen.de , fairbleibsüdniechersachsen.de
Start year	2008
End year	Gen. 2011 for Romanies: ongoing
Problem it addresses	Refugees live for many years in tolerance with subordinated access to the labour market; a high level of social actions, no integration efforts
Actors involved in the action design	Minister of the Interior
Actors involved in the implementation	All Minsters of the Interior and the local Alienagency
Brief description and main objectives	Temporary residence permit with an equal access to the labour market Inclusion in national integration efforts (language skills, assimilation)
Financial resources (annual budget)	Cost for the acts of government, no further costs
Distribution of funding between agents (in percent)	--
Main beneficiaries	Refugees, Romanies in tolerance
Territorial coverage	Nationwide, specifically in the city of Göttingen
Operational dimension (diagnostic tools)	quantitative indicators: Questionnaire for people with temporary residents permit and Refugees: -men (56,7%), women (43,3 %) -in both gender most people between 25 – 49years: more than 60% -almost the half (47,3 %) lives since 1999 in Germany, almost 75% since 2003 School: -87,1 % went to school -12,9 % did not go to school (women: 16,3% did not go to school) -35 % have a certificate years of schooling -9 – 12 years: 58,3 % -5 - 8 years: 28,6 % -only 7,6 % just 4 years -just small difference between gender

	<p>country of schooling: -Germany: 20,3 % -both (contry of origin and Germany): 7,3% -country of origin: 72,4 % University: 11,8 % (abs. 1037people) -men 12,7 -women 10,7 diploma: 71 % (abs. 745 people) -men 63 % -women 72 % certicates after successful study -17 % in copy -39 % original duration of studyr -22 % not more than 2 years -42 % 3- 4 years -34 % 5 and more years apprenticeship: 42% 80% country of origin (services, manufacturing activities, few technical activities) 20% have certificate -> high demand for recognition of qualifications 42% in Germany: strong increase for women assistanye, nutrition, gastronomy, cleaning, traffic, logistic, security, atypical employment dequalification, esp. For those who studied: very few in adaqueate employment in Germany <u>qualitative indicators:</u> in Germany: everyday racism, structural discrimination in education, migrants is seen as person with deficits, no welcoming society, language deficits are equated with poor education, lack of recognition of the qualification, disqualification by long acquiescence times</p>
Operational dimension (intervention tool)	Limited access to the labour market, non-adequate employment
Who has assessed the experience?	Lawaetz-Stftung
Qualitative Results (evaluation indicators)	<p>-recruitment (improve the work situation) 63% fulltime, 12% parttime, 12% 400€ per month, 12% apprenticeship, 1% entrepreneur -improvement Status qualification -social stabilization</p> <p>psychological treatment Improving housing conditions in permitted employment, analog services financial study assistance requested job interviews passport Family reunification status of unemployed (social service despite tolerating) tinnitus treatment</p>

	administrative procedures
Quantitative Results (evaluation indicators)	608 participants in "BLEIB in Hessen": countries of origin: , Afghanistan, Iran, Iraq, Turkey, Eritrea / Somalia, Kosovo, Syria, Ethiopia, Serbia, Bosnia, 23%: 16-25years, 56%: 26-45years, 19% :46years and older 39% male, 61 female 43% consulting, 13% Qualification, 44% job recruitment
Innovative elements	New perspective for people in continuous or renewed toleration, inclusion of failed asylum-seekers, the perspective of residence through employment
Transferability to other experiences	Easy, e.g. The work of the city of Göttingen is implementable on a local level.

5. Programs oriented to promote community work with migrant, Roma, or ethnic minorities

Integrated approach of Roma problems

Analysis Parameters	Description
Action Name	Integrated approach of Roma problems of the municipality of Nieuwegein
Promoter	Marijke Bosma , programme manager, Telephone: + 31 30 6071537 E-mail: m.bosma@nieuwegein.nl
Contact Information	Municipality of Nieuwegein, PO Box 1 , 3430 AA Nieuwegein, the Netherlands. Telephone number: + 31 30- 607 1537 E-mail: gemeente@nieuwegein.nl website: www.nieuwegein.nl
Start year	The integrated approach started as a pilot project on 1 January 2009.
End year	The pilot project ended on 31 December 2011.
Problem it addresses	Complex problems within Roma families, for example: lack of schooling/education, reliance on social benefits, poverty and high debts, nuisance in the neighborhood, criminality.
Actors involved in the action design	The municipality hired an external expert to develop the project plan. This expert interviewed a number of external partners (see 8) and internal municipal departments.
Actors involved in the implementation	The municipality works together with a number of external organizations, based on a cooperation agreement. These external organizations are mainly based in Nieuwegein, but some of them are regionally organized and based in neighbor city Utrecht. The external organizations: the policy, office of the public prosecutor, Council of Child protection, Bureau Youth Care, Vitras (Social work) , GGD Midden Nederland (Municipal Health Care), three Housing corporations, Movactor (Foundation for welfare work) and the representing organizations for primary and secondary schools in Nieuwegein. The municipal team that implements the integrated approach consists of 2 intermediaries, an operational project leader and a programme manager.
Brief description and main objectives	Goals of the integrated programme: 1) Improving the schooling of Roma children 2) Decreasing the reliance on social benefits

	<p>3) Decreasing poverty 4) Decreasing neighborhood nuisance 5) Decreasing of criminality</p> <p>The integrated programme is based on a new methodology called Wisselgeld (Exchange). Wisselgeld is focused on assisting Roma families with complex problems (multi-problem families) .The problems of the families are so complicated that they can only be tackled by an individual approach. This individual approach is implemented by so called intermediaries. These intermediaries make an action plan per family and are responsible for coordination with other parties involved.</p> <p>The main goal of the Wisselgeld approach is to attain a positive change in the family system, with a focus on the child, the parents and the living environment.</p> <p>The Wisselgeld approach is based on the principle of exchange: I give you something (assistance) but in return I expect you to give me something back (for example: your children are going to school).</p>
Financial resources (annual budget)	Budget per year: appr. € 350.000,- (municipal resources).
Distribution of funding between agents (in percent)	The total budget comes from municipal resources and is mainly used to hire staff.
Main beneficiaries	<p>The target group of the Wisselgeld approach are Roma families with children, living in Nieuwegein. These families have problems in 3 out of 9 so called living areas*.</p> <p>In total 27 Roma families were involved in the Wisselgeld approach. These families consist of approximately 100 people. The Roma families however are not the only target group of the project. The professionals of the participating external organizations as well as the colleagues within different municipal departments involved are also an important target group of the integrated approach: more efficiency in their cooperation and more unity in their professional approach towards Roma are necessary to reach the five central goals of the programme.</p> <p><i>* 9 living areas: families, health, school, work, finances, housing conditions, leisure time, social habitat, police/justice. This is a concept commonly used by care institutions in the Netherlands to identify the necessity to introduce a multi-problem approach for families in need of assistance.</i></p>

Territorial coverage	Country: Netherlands Region: Province of Utrecht Municipality: Nieuwegein.
Operational dimension (diagnostic tools)	<p>The problems addressed were diagnosed by the project leader, based on interviews with all participating grass root level organisations and other local and regional institutions. Next to that representatives from some Roma families asked the municipality to act on solving some of the problems mentioned, such as poverty, debts, dependency on welfare benefits, etc.</p> <p>Within the project Roma families sometimes asked for active participation in the multi problem approach. In other cases grass root organisations such as welfare organisations, asked the municipality to involve families within the project.</p>
Operational dimension (intervention tool)	<p>The majority of the Roma children in Nieuwegein grows up within a so-called multi problem family. Multi problem families can be defined as families with problems in several areas such as housing, debts, unemployment, health. These problems differ from family to family, but they are all interrelated: unemployment can lead to debts, debts can lead to stress, stress can lead to threatening behavior towards children etc. In addition these families have problems with the way the government has organized it's services and care system. In other words: the way the government has organized it's services is one of the problems the family has to deal with.</p> <p>The institutions that are working with the family are all focusing on their own area of services and don't have access to integral information concerning the family. In some of the Roma multi problem families at least 20 separate institutions were active, without any central coordination. Sometimes their activities were in conflict with each other.</p> <p>Because of the complexity and the quantity of the problems of these families they can only be tackled by an individual approach. This individual approach is implemented by so called mediators. These mediators make an action plan per family and are responsible for coordination with other parties involved.</p> <p>The Wisselgeld approach is based on the principle of exchange: I give you something (assistance) but in return I expect you to give me something back (for example: I assist you with solving your debt problems, but in return your children are going to school).</p> <p>In Nieuwegein we learned from experience that the complex questions about our Roma citizens can only be manageable if we combine both "investing in care" and "enforcement of rules" in our approach. We have to offer opportunities to Roma, but at the same time to respond consequently if the opportunities are not being addressed by them.</p> <p>The municipality does not work alone. A very important aspect of the integrate approach is that we work together with a number of organizations such as schools, youth care, the office of the public</p>

	<p>prosecutor, the police, the council of children's protection, housing corporations and social work.</p> <p>The municipality or the mediator is the director or coordinator of the individual actions of these organisations and monitors the progress of all actions in a family.</p>
Who has assessed the experience?	<p>The experience was assessed both in a quantitative and a qualitative way. Marijke Bosma, the programme manager of the municipality, reviewed the project every half year based on qualitative input from all external and internal project partners. The results were described in a 6 months progress report which was approved of by the board of Mayor and Aldermen. At the end of the pilot period the programme manager composed a final report.</p> <p>At the end of the pilot period (beginning 2012) a qualitative research was done by Joyce Cordus, a researcher of the University of Applied Sciences Utrecht (Hogeschool Utrecht).</p>
Qualitative Results (evaluation indicators)	<p>The University of Applied Sciences Utrecht assessed the qualitative results of the pilot project. Main research question was: What are the experienced results of the project for the organisations/professionals that are cooperating within the project and what lessons can be learned from the project for future continuation?</p> <p>The researcher organized 16 interviews with representatives of the cooperating institutions and internal departments of the municipality of Nieuwegein. Next to that she interviewed two Roma women, who are participants in the project.</p> <p>A summary of the conclusions from the research: -In all five goals/main areas of the project considerable progress has been reached. According to the respondents the most important result of the project is the improvement of the cooperation between all institutions involved in the multiproblem families. The project approach changed the views and attitude of the institutions and their professionals in working with Roma families. Intensive cooperation, clear directions, a different way of thinking and working, less fear and improved knowledge were key words in the interviews. Next to that the institutions involved have gained important expertise which can be used to further improve and develop their cooperation. Many important lessons have been learned about the multi agency working method, sharing of information and knowledge and a workable balance between care and enforcement.</p>
Quantitative Results (evaluation indicators)	<p>Because of the complexity of the problems of the Roma families and the lack of best practices in other Dutch cities, we chose not to set strict targets at the start of the programme. The starting-point was "learning by doing". However, in the plans of the intermediaries the goals are specifically formulated per Roma family.</p> <p>Next to this we formulated concrete policy targets for the areas 1) improving schooling of Roma children and 2) decreasing the reliance on social benefits:</p> <p>1) Within 3 years there has been a 10% increase in the number of Roma children attending school in a sustained</p>

	<p>way.</p> <p>2) In the first year of the programme the percentage of Roma depending on welfare benefits has decreased 10%, in the following 2 years this percentage has decreased 5%.</p> <p>Both targets were reached.</p> <p>At the end of the pilot periode the mediators were active in 27 Roma families. In all focus areas good progress was reached: For example in getting children back into school: at the end of the pilot period all Roma children were going to primary school. In secondary school there was also progress, but increasing the participation in these age group goes slow: one third of the children in this age were going to school well. One third was absent every now and then and one third of the children was not enrolled into a secondary school (especially girls).</p> <p>There also has been progress in decreasing the welfare benefits. In the department of Social Affairs several opportunities were offered towards clients who depend on social allowances: for example by offering them language training or a work experiences traject. Just a few Roma clients were interested in this kind of training. This will be a real challenge to our municipal organisation in the coming years: how to interest Roma clients in this kind of training and how to provide our professionals with skills to guide and help them in this direction.</p> <p>Progress was also reached in involving more Roma into debt relief programs and good results were reached in diminishing anti-social behaviour in living areas.</p> <p>In the fight against criminality the police reported a better cooperation between institutions and more insight into absenteeism among Roma children and involvement in criminal activities. Youth care reported a decrease in criminal activities of Roma youth from the participating complex families.</p>
<p>Innovative elements</p>	<p>The strength of the new approach is the combination of support for the Roma families participating in Dutch society and the consistent enforcement of Dutch laws and rules towards this target group (in the same way as is done towards others!). The municipality of Nieuwegein doesn't see Roma as victims who are depending on the help of others in society, but we see them as ordinary citizens of Nieuwegein, who need to take responsibility for their lives and the lives of their children. Moreover, we don't want to conceal problems: Roma citizens are not only facing complex problems and serious obstacles to participation, but a big group of them also cause serious problems for other citizens in the Nieuwegein community.</p> <p>Another strong element is that it is not only an approach of the municipality, but of a network of relevant organizations. In the past these organizations developed their own way of working with (or sometimes avoiding) Roma families, but there was hardly any coordination and therefore hardly any positive results. Because of</p>

	<p>the new integrated approach this has changed now.</p> <p>At the beginning: a big investment was made in a consistent and consequent way of working together, directed by the municipal mediator. Organisations were not used to other institutions and professionals getting involved in their field of expertise. This was really a culture change.</p> <p>But after 1,5 year of investment, we could witness improvement. Organisations noticed the advantages of working together and felt supported by other professionals. The Wisselgeld approach has ensured greater involvement and more efficient ways of working on the part of professionals from the participating external organisations and of public servants within different municipal departments.</p> <p>The municipality believes in an integrated approach of 'setting limits as well as offering perspectives'. We learned from experience that the complex questions about our Roma citizens can only be manageable if we combine both 'investing in care' and 'maintenance of rules' in our approach. We have to offer opportunities for Roma, but at the same time, to respond if the opportunities are not being addressed by them. This integrated approach is not new as such in the Netherlands, but this is the first time it has been applied in working with Roma families.</p>
<p>Transferability to other experiences</p>	<p>Within the Dutch platform of Roma municipalities there is already a lot of interest in our Wisselgeld methodology. We share information on progress, but also setbacks, with other Roma municipalities, mainly by giving presentations and sharing progress reports. The methodology by itself is not difficult to transfer to other municipalities, but it first needs political support from the different city councils and quite a considerable financial investment as well, which will be even more difficult in this period of cutting government expenses. The Wisselgeld methodology will only be successful if it is executed by experienced professionals (the intermediaries).</p>

District Council Traveller Forum

Analysis Parameters	Description
Action Name	Newry and Mourne District Council Traveller Forum
Promoter	Newry and Mourne District Council
Contact Information	Suzanne Rice – External Good Relations Officer, Newry & Mourne District Council, O'Hagan House, Monaghan Row, Newry, Co. Down, BT35 8DJ
Start Year	May 2011
End Year	Ongoing
Problem it addresses	The Newry and Mourne District Council Traveller Forum aim is 'To promote an inclusive civil society in the Newry and Mourne District Council area by championing Travellers rights and addressing current provisions for the Traveller community within the district'
Actors involved in the action design	External Good Relations Officer Newry & Mourne District Council, Crushan Munia and Women and Family Health Initiative, Challenge of Change.
Actions involved in the implementation	<p>Consultation with local Traveller community, statutory and community sector representatives and Council to discuss issues affecting the Traveller community in Newry and Mourne.</p> <p>Structure and Objectives agreed and recommended to Council for approval</p> <p>Council nominate a Chair, Vice Chair and Councillors to sit on the advisory committee.</p> <p>Meetings take place quarterly facilitated by External Good Relations Officer</p>
Brief description and main objectives	<p>It was agreed that Council would nominate 6 Councillors to sit on the Traveller Forum. The nominated Councillors would represent the areas of Newry, South Down and South Armagh.</p> <p>The six nominated Councillors meet with members of the local Traveller Community. Representatives from the Confederation of Community Groups, Women and Family Health Initiative, Health and Social Services Trust, and Challenge of Change Officers are also in attendance.</p> <p>The meeting is be facilitated by the External Good Relations</p>

	<p>Officer at Newry and Mourne District Council.</p> <p>This meeting will give members of the Traveller community the opportunity to speak one to one with elected members on the key issues while also informing Councillors of Travellers' culture and lifestyle.</p> <p>It was also agreed that building the capacity of Travellers living within the District was vital, and this work will be funded through the Challenge of Change Programme.</p>
Financial resources (annual budget)	£1000 – Funded through the Councils Good Relations Action Plan (Office of First Minister and Deputy First Minister)
Distribution of funding between agents (in percent)	100% funded by Newry and Mourne District Council however capacity building work with Travellers is funded by Peace III through the Challenge of Change Programme.
Main beneficiaries	Members of the Traveller community in Newry and Mourne
Territorial coverage	<p>Newry and Mourne District Council Area (South Armagh, Newry and South Down).</p> <p>The NMDC Traveller Forum reports to the Councils Staff, Policy and Equality Committee and the Regional and local SAAT (Southern Area Action for Travellers).</p>
Operational dimension (diagnostic tool)	Diagnosis is made by way of direct contact with the Travelling Community. The forum creates a safe space enabling meaningful discussions between the Travellers in attendance at the meetings and the other actors involved. This “focus group” type of engagement enables Travellers to speak collectively to the other agencies present providing those agencies with first hand information about the problems they are experiencing and how best to solve these problems within the cultural context of the Travelling society.
Operational dimension (Intervention tool)	The Forum has been designed in such as way that elected representatives directly engage with members of the Travelling Community in Newry and Mourne to address issues of concern for the community. Although Council does not have responsibility for many of the issues raised to date, Newry and Mourne District Council lobby, on behalf of the Traveller Community, the agencies responsible and ensure that action is taken. This intervention tool also takes account of the cultural context which is extremely important to the Travelling Community.
Who has assessed this experience?	The Forum is still very much in its inception stages and has yet to be evaluated.
Qualitative Results	Qualitative results are the lobbying of Agencies to address issues

(evaluation indicators)	<p>raised by the Traveller Community. Example –An issue raised with the Northern Ireland Housing Executive has been addressed.</p> <p>The Forum has also been responsible for the following:</p> <ul style="list-style-type: none"> • A regular column ‘Travellers’ Talk’ in the local press informing the wider community about Travellers’ culture; • ‘A Book of Evidence’ documenting incidents of discrimination against the Traveller community in the district.
Quantitative results (evaluation indicators)	<p>A quantitative result is the number of Travellers attending the meetings. The Southern Health and Social Care Trust has highlighted the importance of attendance by Travellers and sees this as a very positive step forward by the Newry and Mourne Travelling Community. (Nine Travellers were in attendance at the first meeting of the Forum) It should be noted that engagement with the Travelling Community is extremely difficult to orchestrate.</p>
Innovative elements	<p>First Council Traveller Forum in the Southern Cluster area. We are not aware of a Traveller Forum in any of the other twenty six councils</p>
Transferability to other experiences	<p>Agencies represented on the Forum acknowledge the Newry and Mourne District Council Traveller Forum as an example of best practice for other councils in the region. The forum is a collection of representatives from differing sectors engaging with an ethnic minority; this in itself makes transferability relatively simple as long as commitment is present from the actors involved.</p>