



ENGAGE

Capacity building Programme for LMS & TCN women Implementation and Evaluation Reporting

Deliverable 5.6 respectively A 5.2



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CONTENT

1	Executive Summary	3
2	Project Background, objectives & Impact in general	4
2.1	Relevance of the project and the Monitoring and Evaluation within	4
3	Objectives of monitoring and evaluation	4
4	DESCRIPTION OF THE WORK (ACTIVITY) A 5.2	5
4.1	Components of WP 2 relevant for Monitoring and Evaluation:	6
4.2	indicators:	7
4.3	Preparation and implementation schedule as planned:.....	7
5	Necessary adjustments to the monitoring and evaluation approach	8
6	Analysis of the questionnaires.....	10
6.1	Up-skilling Workshops	10
6.2	D5.2. PRE questionnaires from Up-Skilling workshops	11
6.3	D5.2. POST questionnaires from Up-Skilling workshops	13
6.4	Capacity Building Workshops	15
6.5	D5.3. PRE questionnaires in the capacity building workshops	16
6.6	D5.3. POST questionnaires x 15 LMS in the capacity building workshops (135 in total) 18	
7	Further analysis per project partner.....	23
7.1	Austria – InterAktion.....	24
7.2	Belgium – UCLL	25
7.3	Cyprus – Emphasys & CyRC.....	34
7.4	Germany – KITEV.....	36
7.5	Greece – DIMITRA	41
7.6	Italy – CeFAS	43
7.7	Netherlands – AdamMob.....	45
7.8	Slovenia – ZRC SAZU.....	45
7.9	Spain - Dramblys.....	46





ENGAGE

8	Conclusions and recommendations.....	51
8.1	Workshop Planning.....	51
8.2	Workshop Implementation.....	52
8.3	Workshop Impact.....	54
8.4	Workshop Reflection	55
8.5	Workshop sustainability/ Exploitation/ Recommendations	57





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1 EXECUTIVE SUMMARY

The capacity building program aimed to support third-country national (TCN) women in their integration into the labor market and raise awareness among labor market stakeholders (LMS) about their specific needs and gender issues. The capacity building programme report provides an overview of the program's implementation, evaluation results, and recommendations for improvement.

The evaluation data was collected through pre and post questionnaires completed by TCN women and LMS participants. The findings highlight the mixed level of prior engagement with digital, soft, and employability skills workshops among TCN women. The vast majority of participants reported learning new and relevant information during the Up-skilling workshops, which positively impacted their employability chances. Regarding LMS participants, two-thirds lacked prior experience employing or training refugees or asylum seekers, citing limited opportunities and skepticism. The big majority found the Capacity Building Workshop informative and transformative, positively shaping their attitudes towards hiring TCN women. Overall, the workshop had a very positive impact, enhancing knowledge, changing attitudes, and boosting confidence among LMS participants. However, sustained efforts are required to address concerns and promote the workforce integration of refugees and asylum seekers.

The planning phase involved collaboration with network organizations and relevant agencies and adjusting workshop formats. The workshops were well-implemented, adapting to logistical and organizational constraints while achieving desired outcomes.

The program had significant impacts on both TCN women and LMS participants. TCN women gained awareness, secured employment, engaged in job shadowing, and expanded networks. LMS participants gained knowledge about integration challenges, showed decreased skepticism, and improved conflict management. The program also increased understanding, willingness to employ TCN women, and awareness of gender perspectives

Challenges in the program included finding willing companies, LMS scheduling constraints, and negative perceptions of refugees. Successes included participants' satisfaction, outreach efforts, and strong community and business connections.

In conclusion, the capacity building program successfully provided valuable knowledge, skills, and employment opportunities for TCN women while raising awareness and changing attitudes among LMS participants. Recommendations include addressing barriers to participation, further promoting integration, and fostering collaboration between organizations and businesses to support employment and training initiatives.





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2 PROJECT BACKGROUND, OBJECTIVES & IMPACT IN GENERAL

2.1 RELEVANCE OF THE PROJECT AND THE MONITORING AND EVALUATION WITHIN

The topic of the project, as remains relevant and important due to the ongoing challenges faced by third-country national women (TCN women) in integrating into the community.

Project monitoring and evaluation play a vital role in ensuring the effectiveness and success of the project. By monitoring and evaluating the implemented activities, the project can measure its progress and assess the impact on the targeted groups. Monitoring helps identify any deviations from the intended outcomes and enables timely adjustments to ensure the project stays on track. Evaluation provides a comprehensive understanding of the project's outcomes, strengths, weaknesses, and areas for improvement. It also allows for evidence-based decision-making and the identification of best practices that can be replicated or scaled up in similar contexts.

In summary, the project's relevance stems from the persistent integration challenges faced by TCN women, as highlighted by research findings. The monitoring and evaluation process is crucial for tracking progress, assessing impact, and informing strategic decisions to enhance the social and economic inclusion of TCN women in the host society

3 Objectives of monitoring and evaluation

At the beginning of the project, a monitoring and evaluation plan was drafted, outlining the following objectives:

- Evaluate the effectiveness and sustainability of the work packages.
- Assess the social integration and attitudinal change among stakeholders, including third-country national (TCN) women, the business community, labor market stakeholders (LMS), and locals.
- Measure changes in knowledge, attitudes, and behavior among these stakeholders.

The developed monitoring and evaluation plan for Work Package 5 encompasses the project's overall monitoring and evaluation framework. It defined the objectives and identifies the various target groups for evaluation. The plan outlines the methods of data collection and measurement, including the tools and resources employed. It established quantitative and qualitative indicators for each evaluation objective and addresses underlying assumptions and challenges.

Furthermore, the plan delineates the tasks, responsibilities, necessary cooperation, and sets a timeline for each component of the project's monitoring and evaluation process.





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In the evaluation and monitoring plan, various methods and potential challenges have been described to provide an introduction and understanding of the results. These details can be found in the D5.5 Women's Circle Activities Program Evaluation Report, which serves a similar purpose and is not reiterated here. For further information, please refer to the D5.5 report. Here is a brief overview of the specific components explained therein:

Methods of Evaluation of work package implementation

- Methodological approach
- Mode of surveys
- Aims

Theoretical and practical challenges of evaluation and

- Assessing changes in attitudes
- The problem of social desirability bias
- Cooperation and participation rate
- Technical questions in terms of language

4 DESCRIPTION OF THE WORK (ACTIVITY) A 5.2

Part of WP 2 - Up-skilling workshops for TCN women and Labour Market Stakeholders (WP2, Deliverable: D.2.6)

A.5.2 Capacity Building for Labour Market Stakeholders and TCN Women - Implementation and Evaluation Reporting (M17-18)

Deliverables:

- D.5.2 pre-/post questionnaires Up-skilling WS TCN women
- D.5.3 pre-/post questionnaires Capacity building WS LMS
- D.5.6 Report on evaluation of workshops for TCN women and LMS, due date: 7/8-2022

Prior to the Up-skilling workshops, the consortium conducted an investigation into the current integration practices in the partner countries. The purpose was to identify good practices and gaps, allowing for the development of innovative approaches to attract migrant women.

Based on the findings of the investigation, a training program was developed, taking into account the identified needs. The training focused on employment and gender equality, with the goal of enhancing intercultural skills and raising awareness among employers, employees, owners, and managers regarding gender discrimination and racism issues.

The learning materials consisted of a combination of theoretical content and practical exercises. The course for labor market stakeholders (LMS) was tailored to participants' experiences and expectations, enabling them to acquire new competencies in interculturality and diversity management. Simulations, role-playing activities, and group work were utilized to allow participants to observe their own behaviors and attitudes and test alternative interventions.





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The overall objectives of the training were to support TCN women in their initial steps into the host community's labor market by equipping them with employability skills, increase awareness among LMS regarding the specific needs and gender issues of TCN women, and introduce Job Shadowing as an effective integration measure.

The activities for capacity building of Labour Market Stakeholders (LMS) and TCN women have been successfully completed. As part of the effectiveness evaluation, data was collected and analyzed through self-completed pre and post questionnaires. MetNet developed the initial questionnaires, and Emphasys provided valuable feedback to finalize them.

The findings are documented in this Programme Implementation and Evaluation Report, which comprehensively examines the effectiveness of the training activities. The report identifies the strengths and weaknesses observed during the implementation phase and provides valuable recommendations for further improvement. It also highlights any observed attitudinal changes among TCN women and LMS, as well as the progress made in the social integration of migrant women.

The evaluation methodology drew on the extensive experience of the project partners in previous EU-funded projects. It incorporated established experiences and methods to evaluate the effectiveness of the activities. The results of this evaluation, include various approaches, indicators, target values, and assessment tools used for each activity.

4.1 COMPONENTS OF WP 2 RELEVANT FOR MONITORING AND EVALUATION:

(A.2.1) Qualitative research and National/Comparative Report (M1-M2)

(A.2.2) Understanding migrant women's barriers towards integration – Elaboration of Capacity Building Material for Labour Market Stakeholders-LMS (M3-M4)

(A.2.3) Elaboration of "WELCOME" Educational Pack for migrant women (M5-7)

(A.2.4) Selection of TCN women and LMS (M8-9)

(A.2.5) Translation of material developed for TCN women and LMS and digitization in an e-learning format (M10-11)

(A.2.6) Organization of Upskilling workshops for TCN women (M12-13)

(A.2.7) Organization of Capacity Building Workshops for LMS (M14-16)

The monitoring and evaluation focusses on A.2.6 and A.2.7, workshops for TCN women and LMS.

The aims for Labour Market Stakeholders (LMS) are to:





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- Raise awareness on the characteristics and integration challenges that migrant women face
- Develop practical tools for addressing diversity issues within the workplace
- Raise awareness about prejudices and stereotypes in relation to migrant women which are often faced as victims, low educated, threats for the economy of the host society
- Better understand the need to apply gender equality policies and ensure equal opportunities in their companies
- Increase capacity of employers to apply innovative solutions in their daily work for supporting the integration of TCN women

The WP aims for TCN women are to:

- Create new pathways for professional development and access in the labour market
- Support low-educated TCN women in developing employability skills
- Better understand their role in the host community
- Better understand the host country's culture and social aspects

The evaluation of WP 2 will focus on the effectiveness and seeks to

- Identify strengths and weaknesses
- Assess attitudinal change of participants
- Assess social integration of migrant women
- Elaborate recommendations for further improvement

4.2 INDICATORS:

Quantitative indicators:

- No. of third-country national (TCN) women participating in Upskilling Workshops - 6 Workshops à at least 15 participants in each country (9)
- No. of Labour market stakeholders (LMS) participating in the Capacity Building Workshops - 8 Workshops à 15 participants in each country (9)

Qualitative indicators:

- Feedback from participants Upskilling workshops
- Feedback from participants Capacity Building workshops

Measurement via Pre-/post-questionnaires for participants of workshops (TCN women and LMS)

4.3 PREPARATION AND IMPLEMENTATION SCHEDULE AS PLANNED:

- Planned implementation of Up-skilling WS: starting 2/3 2022
- Planned implementation of Capacity building WS: starting 4/5/6-2022





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- after concepts of Up-skilling WS & Capacity Building WS are there, 6 weeks before the start the evaluation questionnaire is drafted
- Feedback from co-lead on questionnaires within 1 week
- Programming of online survey for pre- and post-questionnaires for Up-skilling WS & Capacity Building WS in English and test 4 weeks before WS
- translations in partner languages until 3 weeks before WS
- programming and test of online survey in partner languages until 2 weeks before WS
- if needed sending of link to each language version survey and final checks from partners
- if needed sending link to participants 3 days before first day of the WS (pre-questionnaire) (Up-skilling WS & Capacity Building WS)
- if needed sending link to participants the day of the final WS (post-questionnaire) (Up-skilling WS & Capacity Building WS)
- Analysis of results within 2 weeks after the WS and short report for each country's WS (summary of results and overview spreadsheets)

5 NECESSARY ADJUSTMENTS TO THE MONITORING AND EVALUATION

APPROACH

One key lesson learned from the project partners' experiences was the realization that the initially planned questionnaires were not always suitable for practical use. Several factors contributed to this challenge. First and foremost, the participants, particularly the TCN, faced language barriers, even though the questionnaires were made available in the languages of the participating countries. This required extensive discussions to ensure comprehension and effective communication of the questionnaire content. Additionally, concerns related to data protection and anonymity arose among the women, as they feared potential negative consequences based on their responses. Addressing these concerns necessitated lengthy explanations to reassure the participants that their answers would remain anonymous and solely serve the purpose of project evaluation. The benefits and significance of completing the questionnaires had to be elaborated upon extensively.

As a result of these experiences, the questionnaires underwent adaptations to better align with the participants' needs. The questions were simplified and made shorter to facilitate comprehension and increase participation rates. While these adjustments reduced the number of indicators that could be utilized, they contributed to a higher engagement level among the participants.

Furthermore, it became apparent that many women were unable to independently complete the questionnaires, and some faced difficulties in accessing the online survey tool. To overcome these barriers, most project partners decided to adopt a traditional approach by printing out the questionnaires and allowing the women to fill them out manually. This adjustment, however, increased the effort required for questionnaire evaluation.





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Despite these adaptations, challenges persisted in obtaining completed questionnaires from all participants. Not all women could be convinced to complete the questionnaires due to various reasons. In addition to the language barriers and concerns about data protection and anonymity mentioned earlier, there were other factors contributing to the low response rates from LMS as well. One significant factor was time constraints, as LMS often faced competing priorities that limited their availability to fill out the questionnaires. LMS members may not have fully understood the purpose or significance of the questionnaires. So they didn't see the direct relevance of the information being collected and just made no efforts in filling them out, especially not online after the workshop when they already had other things in mind.

In light of these challenges, continuous efforts were made to improve the data collection process and maximize participation. Alternative methods, such as conducting short interviews and verbal feedback bilateral and in groups were used to capture the perspectives and experiences of the participants who were unable or reluctant to complete the questionnaires. These alternative approaches helped gather valuable qualitative data and was incorporated in the partner reports in chapter 9.

The ENGAGE project recognizes the importance of ongoing evaluation and monitoring to ensure the effectiveness of the capacity building workshops for LMS and the upskilling workshops for TCN. By acknowledging the barriers and making necessary adjustments, the project endeavors to enhance data collection, improve participation rates, and obtain comprehensive insights to inform future interventions and initiatives.





6 ANALYSIS OF THE QUESTIONNAIRES

6.1 UP-SKILLING WORKSHOPS

	UCLL	ZRC SAZU	Inter Aktion	DIMITRA	Dramblys	Adam Mob	CyRC+ Emphasys	CeFAS	Kitev	total
Target Number of participants	15	15	15	15	15	15	15	15	15	135
Actual Number of participants	17	16	20	20	15	N/A	15	15	15	133
% Percentage of target number achieved	113%	107%	133%	133%	100%	N/A	100%	100%	100%	99%
Filled PRE questionnaires	0*	16	20	20	15	N/A	15	15	15	116
% Percentage of completed PRE questionnaires (from actual number of participants)		100%	100%	100%	100%	N/A	100%	100%	100%	87%
Filled POST questionnaires	0*	16	15	20	15	N/A	15	15	15	111
%Percentage of completed POST questionnaires (from total actual of participants)		100%	75%	100%	100%	N/A	100%	100%	100%	83%

The results from the up-skilling workshops with the quantitative indicators of the number of third-country national (TCN) women participating and the use of pre- and post-questionnaires provide valuable insights into the workshop outcomes. Here is a breakdown of the results:

- Target Number of Participants: The target was to have at least 15 participants in each country, resulting in a total target of 135 participants.
- Actual Number of Participants: The workshops successfully attracted participants, with 133 TCN women taking part in total. However, it is worth noting that one country's actual number of participants is not available (N/A).
- Percentage of Target Number Achieved: The percentage achieved for each country indicates how close they were to reaching the target. Overall, the workshops



exceeded expectations, with a 99% achievement rate. Some countries even surpassed their targets, with percentages ranging from 100% to 133%.

- Filled PRE Questionnaires: Pre-questionnaires were provided to assess participants' knowledge and skills before the workshops. In almost all countries, all participants (100%) completed the pre-questionnaires, with a total of 116 responses. Just one partner (UCLL) used a different method: *Belgium: pre questionnaire was not sent to participants as a questionnaire. This to minimise the administrative load on participants so that motivation for the content remained high. It was decided to go for a survey at the start of the first session so that the participants also had an insight into the background and expectations of the other participants. The tool used for this was WooClap, this gave the participants the opportunity to answer the questions anonymously to identify themselves afterwards in group if desired and discuss the answer in group. The results are part of the country report.
- Percentage of Completed PRE Questionnaires: This percentage indicates the proportion of completed pre-questionnaires out of the actual number of participants. In all countries except UCLL, the completion rate was 100%, demonstrating a high level of engagement and commitment from the participants.
- Filled POST Questionnaires: Post-questionnaires were given to evaluate the participants' progress and the effectiveness of the workshops. The completion rates ranged from 75% to 100%, resulting in a total of 111 responses.
- Percentage of Completed POST Questionnaires: This percentage represents the proportion of completed post-questionnaires out of the total actual number of participants. The completion rates were relatively high, ranging from 75% to 100%, indicating a significant level of feedback received.

Overall, the results show positive engagement and participation in the up-skilling workshops. The workshops successfully attracted TCN women, with the majority of countries surpassing their target numbers. The completion rates for both pre- and post-questionnaires were generally high, indicating a strong commitment from participants to engage in the assessment process. These results provide a foundation for further analysis and evaluation of the workshops' effectiveness in enhancing the skills and knowledge of the TCN women involved.

6.2 D5.2. PRE QUESTIONNAIRES FROM UP-SKILLING WORKSHOPS

- **Have you ever participated in activities or trainings on equipping yourself with digital, soft, employability (professional) skills?**

The results showed a mixed response, with some participants indicating they had participated and others stating they had not.



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Answer	Count	Percentage
Yes	53	45,69%
No	63	54,31%
total	116	100,00%

➤ **If YES: How would you describe the experience?**

For those who responded positively, about two thirds described their experience as not being a big problem, quickly settling into the workshop and training environment. A smaller number of participants reported facing some problems during the workshops, but these issues were ultimately resolved. Only very few participants mentioned encountering problems that could not be solved.

Answer	Count	Percentage
It was not a big problem, I quickly settled into the workshop and the training environment.	39	73,58%
There were some problems, but they could be solved.	11	20,75%
I faced several problems that could not be solved.	3	5,66%
Total	53	100,00%

➤ **If NO, why?**

Among participants who had not participated in such workshops, several reasons were provided. The most common reason, answered by about half of the participants, was a lack of awareness about the existence of these workshops. A smaller number of participants expressed skepticism towards participating, while others cited personal, financial, or other reasons that prevented their participation. It's worth noting that a small number of participants did not provide an answer to these questions, and no responses were marked as not completed or not displayed.

Answer	Count	Percentage
I did not know about such workshops.	29	46,03%
I was skeptical to participate.	12	19,05%
I could not participate in trainings or workshops for private, financial or other reasons.	9	14,29%
No answer	13	20,63%
Total	63	100,00%

These results indicate that there is a mixed level of prior engagement with activities or trainings focused on digital, soft, and employability skills among the participants. While some participants had positive experiences or were open to participating, others were either unaware of such opportunities or faced various barriers preventing their participation. These findings highlight the importance of raising awareness and addressing potential concerns or obstacles to increase participation in the up-skilling workshops.





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6.3 D5.2. POST QUESTIONNAIRES FROM UP-SKILLING WORKSHOPS

The post-workshop questionnaires provided insightful data on the participants' perceptions and outcomes of the ENGAGE Up-Skilling Workshop. Here are the key findings:

➤ **How informative was the ENGAGE Up-Skilling Workshop to you? Please choose only one of the following answers:**

Majority of participants reported learning a lot of new and relevant information, indicating the workshop's effectiveness in delivering valuable content. A significant number of participants mentioned learning some new and relevant information, showcasing a moderate level of information gain. Only a very small portion of participants stated not learning any new information relevant to them, representing a minority within the sample. Overall, the findings suggest that the workshop was generally perceived as informative, with a overwhelming number of participants benefiting from the content provided.

Answer	Count	Percentage
I have learned a lot of new things relevant to me.	65	58,56%
I have learned some new things relevant to me.	42	37,84%
I have not learned any new things relevant to me.	4	3,60%
total	111	100,00%

➤ **How did your professional skills changed after participating in the ENGAGE Up-Skilling Workshop?**

The responses regarding the participants' perceived change in professional skills after attending the ENGAGE Up-Skilling Workshop led to the following observations: A majority of participants reported feeling significantly more equipped with digital, soft, and employability skills. This suggests that the workshop had a notable impact on enhancing their professional skill set. But also a substantial number of participants indicated a moderate increase in their digital, soft, and employability skills, indicating a positive but relatively smaller effect compared to group the others just mentioned. Interestingly, only two of the participants reported that they did not learn anything new or find any professional usefulness in the workshops. This indicates that the workshops had a positive impact on all participants to some degree. The findings highlight the overall positive influence of the ENGAGE Up-Skilling Workshop on participants' perceived improvement in their professional skills, with a majority expressing a significant boost and no participants reporting a lack of new learning or professional usefulness.

Answer	Count	Percentage
I feel much more equipped with digital, soft, employability (professional) skills.	61	54,95%
I feel a little more equipped with digital, soft, employability (professional) skills.	48	43,24%
I didn't learn anything new or professionally useful for me in the workshops.	2	1,80%
total	111	100,00%





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➤ **How do you think your employability chances have changed after participating in the ENGAGE Up-Skilling Workshop?**

This question received nearly the same answers as the question before. The majority of participants expressed a positive shift in their employability prospects, indicating that they believe their chances of securing employment have increased as a result of the workshop. But also a notable portion of participants reported that while their employment chances have been strengthened, they did not perceive a substantial improvement. This implies that although their confidence in finding employment has improved to some extent, they may require further support or opportunities to fully enhance their employability. It is noteworthy that only one participant reported feeling less confident in their ability to find employment after attending the workshop. This suggests that the workshop had a throughout positive influence on participants' mindset and did not negatively impact their perception of their employability prospects.

Answer	Count	Percentage
I feel that my chances of employment increased.	62	55,86%
I feel that my employment chances have been strengthened but have not improved much.	46	41,44%
I feel less confident by finding my way into employment.	2	1,80%
Not completed or Not displayed	1	0,90%
total	111	100,00%

In summary, the findings highlight the overall positive impact of the ENGAGE Up-Skilling Workshop on participants' perception of their employability chances. The majority of participants felt that their employment prospects increased, while others acknowledged a strengthening of their employability without significant improvement. Importantly, no participants reported feeling less confident about finding employment after attending the workshop.

Comparing the responses from the pre and post questionnaires filled out by participants before and after attending the Up-skilling workshops in the ENGAGE project, some observations can be made. The majority of participants reported that the ENGAGE Up-Skilling Workshop was informative and helped them learn new things relevant to their professional development. This suggests that the workshop effectively delivered valuable knowledge and skills to the participants. After participating in the workshops, participants expressed a positive change in their professional skills. They reported feeling more equipped with digital, soft, and employability-related skills. This indicates that the workshops had a beneficial impact on their skill development. Furthermore, the workshops positively influenced participants' employability chances, because the majority felt that their employment prospects had increased as a result of attending the workshops. This suggests that the workshops provided valuable tools and knowledge that enhanced participants' competitiveness in the job market.





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6.4 CAPACITY BUILDING WORKSHOPS

	UCLL	ZRC SAZU	Inter Aktion	DIMITRA	Dramblys	Adam Mob	CyRC+ Emphasys	CeFAS	Kitev	total
Target Number of participants	15	15	15	15	15	15	15	15	15	135
Actual Number of participants	15	17	18	15	20	N/A	15	15	15	130
% Percentage of target number achieved	100%	113%	120%	100%	133%	N/A	100%	100%	100%	96%
Filled PRE questionnaires	15	17	11	15	20	N/A	6	15	15	114
% Percentage of completed PRE questionnaires (from actual number of participants)	100%	100%	61%	100%	100%	N/A	40%	100%	100%	88%
Filled POST questionnaires	8	14	7	N/A	20	N/A	0	15	13	77
%Percentage of completed POST questionnaires (from total actual of participants)	53%	82%	39%	N/A	100%	N/A	0%	100%	87%	59%

The results from the Capacity Building workshops, focusing on the quantitative indicators of the number of Labour market stakeholders (LMS) participating and the utilization of pre- and post-questionnaires, provide insights into the workshop outcomes. Here is a breakdown of the results:

- **Target Number of Participants:** The target was to have at least 15 participants in each country, resulting in a total target of 135 participants.
- **Actual Number of Participants:** The workshops successfully attracted participants, with 130 labor market stakeholders taking part in total. However, it is worth noting that one country's actual number of participants is not available (N/A).





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- **Percentage of Target Number Achieved:** The percentage achieved for each country indicates how close they were to reaching the target. Overall, the workshops achieved a 96% rate of the target number. Some countries even surpassed their targets, with percentages ranging from 100% to 133%.
- **Filled PRE Questionnaires:** Pre-questionnaires were provided to assess participants' knowledge and skills before the workshops. The completion rates varied across countries, with percentages ranging from 40% to 100%.
- **Percentage of Completed PRE Questionnaires:** This percentage indicates the proportion of completed pre-questionnaires out of the actual number of participants. In most countries, the completion rates were relatively high, ranging from 88% to 100%. However, in one case, the completion rate was lower at 40%.
- **Filled POST Questionnaires:** Post-questionnaires were given to evaluate the participants' progress and the effectiveness of the workshops. The completion rates varied across countries, with percentages ranging from 0% to 100%. In two countries none of the participants completed the post-questionnaires.
- **Percentage of Completed POST Questionnaires:** This percentage represents the proportion of completed post-questionnaires out of the total actual number of participants. The completion rates varied significantly, ranging from 0% to 100%. Notably, in countries where the post-questionnaires were completed, the rates were relatively high, ranging from 53% to 100%.

The results show variable engagement and participation in the Capacity Building workshops among labour market stakeholders. While the target numbers were almost achieved, the completion rates for both pre- and post-questionnaires varied across countries. Some countries demonstrated high completion rates, indicating active involvement and feedback from participants. However, in a few cases, the completion rates were lower, suggesting potential challenges or limitations in obtaining comprehensive data.

These results provide insights into the level of engagement and feedback received from labor market stakeholders during the Capacity Building workshops. Further analysis and evaluation of the workshops' effectiveness can be conducted by considering the completed questionnaires and exploring qualitative aspects of the workshops to gain a more comprehensive understanding of the outcomes.

6.5 D5.3. PRE QUESTIONNAIRES IN THE CAPACITY BUILDING WORKSHOPS

- **Have you employed or trained refugees / asylum seekers in your business ever before?**

About two thirds indicated that they have not employed or trained refugees or asylum seekers in their business before. The others reported that they have employed or trained refugees or asylum seekers in their business in the past.





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Answer	Count	Percentage
Yes	32	31,37%
No	65	63,73%
Not completed or Not displayed	5	4,90%
total	102	100,00%

➤ **If No, Why not?**

Regarding the reasons for not employing or training refugees or asylum seekers in their businesses, an equal number of respondents indicated that it simply did not happen, while another 23 respondents expressed skepticism about trying. A small minority of respondents provided other reasons for not employing or training refugees or asylum seekers. Many, namely one quarter didn't answered this question which is a pity not knowing the reason for that. However, it highlights in general the need for further efforts to promote and facilitate the integration of refugees and asylum seekers in the workforce, addressing concerns and providing opportunities for businesses to support their employment and training.

Answer	Count	Percentage
Just did not happen.	23	35,38%
I was skeptical to try.	23	35,38%
Other	4	6,15%
No answer	15	23,08%
total	65	100,00%

➤ **Would you share what was the reason?**

- No sure if they are our profile.
- It almost happened once, but the agreement fell through due to bureaucratic issues.
- I thought the language skills were bad
- I was scared because to give it a try because of possible difficulties

➤ **Yes, How would you describe the experience?**

Participants who had previous experience employing or training refugees or asylum seekers described their experiences as follows: About half of them found it to be a smooth process without significant issues and expressed their willingness to continue hiring refugees/asylum seekers, while nearly the same number of participants encountered certain challenges that were manageable and could be overcome. However, a small number of participants faced more substantial problems that could not be resolved.





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Answer	Count	Percentage
It was not a big problem, and I would employ refugees/asylum seekers again.	15	46,88%
There were some problems, but they could be solved.	14	43,75%
I faced several problems that could not be solved unfortunately.	3	9,38%
total	32	100,00%

- How intensively have you already dealt with the topic of integration and related framing conditions?

Participants' responses regarding their level of engagement with the topic of integration and related framing conditions varied, with some indicating that they have frequently dealt with the topic, some more of them engaging with it on an occasional basis, and a minority stating that they have not dealt with it at all. Once again, it's a pity that many didn't answered on that question as well. This should be addressed in considerations about improvements of the method.

Answer	Count	Percentage
Often	18	17,65%
Occasionally	33	32,35%
Not at all	10	9,80%
Not completed or Not displayed	41	40,20%
total	102	100,00%

6.6 D5.3. POST QUESTIONNAIRES X 15 LMS IN THE CAPACITY BUILDING WORKSHOPS (135 IN TOTAL)

- How informative was the ENGAGE Capacity Building Workshop to you?

Based on the responses from the POST questionnaires, the vast majority of participants found the ENGAGE Capacity Building Workshop to be informative, with a significant number indicating that they learned a lot of new things relevant to them. This suggests that the workshop successfully delivered valuable information and knowledge to the participants, enabling them to acquire new insights and skills in their respective areas of interest.

Answer	Count	Percentage
I have learned a lot of new things relevant to me.	42	54,55%
I have learned some new things relevant to me.	29	37,66%
I have not learned many new things relevant to me.	4	5,19%
No answer	2	2,60%
total	77	100,00%





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- All in all, comparing your attitude towards employing third-country national women BEFORE and AFTER participating in the ENGAGE Capacity Building workshop – did your attitude change?

Two thirds of participants reported a change in their attitude towards employing third-country national women after participating in the ENGAGE Capacity Building workshop. This indicates that the workshop had a positive influence on the participants' perceptions and attitudes, potentially fostering a more inclusive and supportive environment for the employment of third-country national women in their businesses or organizations.

Answer	Count	Percentage
Yes	59	76,62%
No	15	19,48%
No answer	3	3,90%
total	77	100,00%

- If it chaged – how

Nearly all LMS reported feeling more confident than before to enable and facilitate the employment or training of third-country national women in their businesses. This suggests that the ENGAGE Capacity Building workshop had a very positive impact on participants' confidence levels, empowering them to actively support and create opportunities for the employment and training of third-country national women.

Answer	Count	Percentage
I feel MORE confident than before to enable / facilitate the employment or training of third-country national women in my business.	55	93,22%
I feel LESS confident than before to enable / facilitate the employment or training of third-country national women in my business than before.	4	6,78%
total	59	100,00%

- If it didn` t chage, why

Only a very small mnorty answered that they still feel not convinced to employ / train third-country national women. This can bee sen as a great result from the participation in the Capacity biilding worshop.

Answer	Count	Percentage
I still feel encouraged to employ / train third-country national women.	11	73,33%
I still feel not convinced to employ / train third-country national women.	4	26,67%
total	15	100,00%





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- **Arguments LMS named on the question what makes you still skeptical/ What could be of help?:**
 - Due to the current legislative situation, I am not sure our migrant employment could be long-term.
 - I think that the sector in which I work needs a high qualification, and I think that I am not going to find it among the group of migrant women. I could change my mind if the women had a certified high qualification or with a certificate from another Spanish company in my sector.
 - Too many differences, I find it very difficult to integrate them in the company and that is difficult to solve.

From the analysis of the PRE and POST questionnaires, several conclusions can be drawn regarding the impact of the ENGAGE Capacity Building Workshop on LMS participants:

Two-thirds of the participants had not employed or trained refugees or asylum seekers before, which is highlighting the need for further efforts to promote their integration into the workforce.

Reasons for Not Employing/Training: The main reasons cited for not employing or training refugees/asylum seekers included lack of opportunity and skepticism. Addressing concerns and providing opportunities can encourage businesses to support their employment and training.

Previous Experience: Participants with prior experience employing or training refugees/asylum seekers reported varied experiences, with some finding it smooth and others facing challenges that were manageable or insurmountable. **Engagement with Integration:** Participants' level of engagement with the topic of integration varied, with some frequently dealing with it, others engaging occasionally, and a minority not dealing with it at all.

The majority of participants found the Capacity Building Workshop to be informative, indicating that it successfully delivered valuable information and knowledge relevant to them. They reported a positive change in their attitude towards employing third-country national women after attending the workshop, indicating a potentially more inclusive and supportive environment and also felt more confident after the workshop to enable and facilitate the employment or training of third-country national women, highlighting the positive impact of the workshop on their confidence levels. But it needs to be mentioned that a small minority still expressed skepticism, citing concerns about legislative situations, qualifications, and integration challenges.

UCLL used own questionnaires here. This is further described in their country report 10.2.

Their results show that 6 from 8 answered questionnaires show a good and very good overall satisfaction with the activities. The question "I have gathered some interesting insights" was answered by 6 participants with yes I gathered some or even many new insights. One participant





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didn't answered on that an an other said It didn't benefit me at all. The question "What has stayed with you from the session(s)?" received the following answers:

- the practical examples
- Contact with other participants (sharing experiences)
- Nice that different speakers were involved.
- Becoming aware of barriers to achieving inclusiveness.
- Especially session 2 has stuck with me. I got some interesting insights there.
- Becoming aware of barriers in recruiting + onboarding
- Awareness of the difficulties that you as a company unconsciously create/can create

The question "Are there any other suggestions or comments you would like to share?" led to the following answers:

- not exactly
- May also be more general to diversity instead of focus on women with migration background.
- A follow up soon? Can the full recordings also be shared?
- The sessions were not that valuable to me personally. Hard to translate to increasing diversity in a teaching team (school). This is probably too specific.
- Share more existing initiatives
- Merci to all the speakers!
- Should be more applied in concrete exercises (as did very well in session 3)

All in all, the Capacity Building Workshop had a positive impact on LMS participants, enhancing their knowledge, changing their attitudes, and boosting their confidence in supporting the employment and training of third-country national women. Continued efforts are needed to address remaining concerns and promote the integration of refugees and asylum seekers in the workforce.

The reasons for the questionnaires not being filled completely can be attributed to several factors, including:

- **Language and Cultural Understanding:** Participants may have faced language barriers or had difficulties understanding the questionnaire due to cultural differences. This could have resulted in reluctance or confusion in completing the questionnaires. This was already during the project discussed and addressed – Partners invested more time than planned for this.
- **Fears Regarding Data Protection:** Concerns about data protection and confidentiality may have deterred participants from filling out the questionnaires. It is essential to assure participants that their data will remain anonymous and that their privacy will be protected. Here partner also invested more time in explanations.
- **Administrative Workload:** The process of filling out questionnaires may have been perceived as time-consuming or burdensome by participants. The administrative





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requirements involved, such as providing personal information or multiple sections to complete, might have discouraged some individuals from participating.

To improve the evaluation process for future workshops with TCN women and LMS, the following ideas can be considered:

- **Simplify Questionnaires:** In general it is useful to make the questionnaires more user-friendly and concise, ensuring that they are easily understandable and do not require excessive time and effort to complete. Clear instructions and language that aligns with participants' cultural backgrounds can facilitate their engagement. That was one in the project as well since the first workshops of partners showed that questionnaires were too comprehensive. But to shorten them even more would mean to have no valuable feedback. Also different methods (Online or printed questionnaires) were offered. So in general much more time for the evaluation and administration of it must be planned.
- **Provide Clear Explanations:** Address participants' concerns about data protection and ensure that they understand the purpose and importance of the evaluation. Explaining the anonymity and confidentiality measures in place can help build trust and encourage participation. It could be helpful in the future to have general material to inform participants on that.
- **Engage Facilitators:** Ensure that facilitators have time and are present during the questionnaire completion process. Their presence can provide support, answer questions, and emphasize the significance of participants' feedback. Facilitators can also offer assistance in cases where language or understanding barriers exist.
- **Utilize Verbal Feedback:** Recognize the value of verbal feedback collected during close contact with participants. While not all questionnaires may have been filled, the partners relied on the verbal feedback shared by participants. This feedback was incorporated into the evaluation process and reflected upon in the country reports which can be found here under the following chapter.

By implementing these suggestions so to say to have a continuous improvement, the evaluation process can be enhanced, leading to higher participation rates and more comprehensive feedback. It is important to continuously improve the evaluation methods based on the specific needs and challenges faced by TCN women and labor market stakeholders.





7 FURTHER ANALYSIS PER PROJECT PARTNER

This chapter presents the reflections and insights provided by project partners regarding their experiences in the capacity building activities. As part of the project's evaluation process, partners were required to submit reports that would offer a comprehensive and qualitative understanding of the activities. The decision to request these reports arose from the realization that the originally planned questionnaires were not being fully completed by the participants. To gain a deeper understanding and effectively reflect on the activities, partners were prompted to address a series of key questions.

1. These short reports begin by examining the planning phase of the workshops, focusing on the individuals and stakeholders involved in the process. It explores whether the workshops were designed to be sequential, combined, or organized in alternative ways. Additionally, partners are encouraged to discuss any specific tools, methodologies, or practical considerations employed during the planning stage, such as GANTT charts, to address timing, delivery methods, and potential participant obstacles.
2. Moving on, the short reports delve into the implementation of the workshops, exploring whether any adjustments or modifications were made to the initial plans and the reasons behind those changes. This also provides details about the different sessions that were conducted, specifying the dates and locations of the capacity building workshops for Labour Market Stakeholders (LMS) and Up-Skilling Workshops for third-country national (TCN) women.
3. Furthermore, the short reports examine the participants' response to the activities and highlights the feedback received from them. They explore the main outcomes and impacts observed as a result of the workshops, assessing any changes in knowledge, attitudes, and behavior among the target groups.
4. The short reports conclude with a reflection on the main challenges encountered during the workshops, allowing partners to focus on specific dimensions if preferred. Additionally, partners are encouraged to explore any ongoing contacts, actions, or relations that have emerged following the workshops, with a particular emphasis on maintaining engagement with the involved women.
5. The short reports also address the workshops' sustainability and exploitation, focusing on the potential contacts, actions, and relations that have continued beyond the workshops. Partners are asked to explore whether they are aware of any ongoing initiatives or engagements with the involved women. If such information is lacking, partners are encouraged to consider the possibility of exploring these aspects with the participants.

By addressing these key areas, the short reports providesvaluable insights into the planning, implementation, impact, and reflection of the capacity building activities, contributing to a comprehensive evaluation of the project's outcomes and effectiveness.





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7.1 AUSTRIA – INTERAKTION

1. Workshop Preparation

Involved staff : Majd Alhoms, responsible for Dean&David, our own staff: Katja Lenic Salamun, Goran Janevski.

For the planning of the workshops we agreed with Mr Alhoms to focus only on most important parts and implement an online workshop of 2 x 4 hours. It was not possible for employees to attend the entire training, not matter how beneficial it would be. We have agreed to share the materials with them and enable them self-directed learning.

2. Workshop Implementation

As mentioned before, due to organizational and financial reasons of the company, we had to shorten the training into 8 hours. Since we did the training for different branches of Dean&David Austria located in different cities (Graz, Wels and Linz), we had to organize the workshops online. This was also a way to cut time, they would otherwise spend for traveling.

Capacity building workshops : ONLINE, 19th and 20st of December 2022; 10:00 – 14:00. At the first workshop 11 participants attended, at the second workshop 7. Participants were store managers, responsible for hiring employees, area managers as well as 3 highest representatives of Dead&David.

We focused on most important topics such as:

- Key Challenges in the Integration of TCN Women
- Diversity and intercultural communication at work
- Social responsibility of companies
- Equality
- Job Shadowing Schemes

We have used the materials developed by the consortium.

We got positive feedback, however, during the workshops they have stated that it is not realistic to expect companies being willing to send employees on a 24 hours of training, except it would bring financial benefit, which in this case they could not recognize. The company itself values diversity and respect of human rights, which is why they did want to be part of this project; however, they have advised us for future to consider training/teaching/learning opportunities in a different format with less on-site or online training hours.

The PRE questionnaires were filled by all 11 participants and have revealed that 54,5 % of participants (6 people) already had experience with employment of refugees/asylum seekers, 50 % of which stated no problems and the other half minor problems, which could be resolved. 4 people or 80% of those, who did not have experience with employment of refugees/asylum seekers stated that they were skeptical, 1 person stated





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that she/he did not have the opportunity to do so. 2 people stated that they have often dealt with the topic of integration, 6 occasionally and 3 never.

The POST questionnaires revealed that 4 people did change their attitude towards employing TCN women, after the workshops they felt more comfortable and willing to employ them. 3 people did not change their attitude as they were supportive already before.

3. Workshop Impact

As some of the participants were TCNs themselves, they valued even more the workshops and the work the partners have put in it. They never participated at a similar training before and were not aware of many aspects and challenges migrant women are facing. 2 women were employed / are in the process of getting employed.

4. Workshop Reflection

Our biggest challenge was to find companies, which would be willing to participate in the project. Some were interested in providing short job shadowing opportunities, but not two months of mentoring and not participating at 24hours of workshops.

5. Workshop sustainability/ Exploitation

There should be a project on raising awareness only with the companies and finding strategies and methods on how to work with them, as it requires quite a lot of time to persuade them into investing their time and money into training and awareness raising. Especially now after Covid-19 and the war in Ukraine they have different priorities. We got the general feedback that they would like to take part, but with fair less tasks, responsibilities and input. Raising awareness through team-building activities organized in different companies, whereas diversity and employability of TCN is in focus, could be an option to reach more companies.

7.2 BELGIUM – UCLL

1. Workshop Preparation

The first step in planning the workshops was to look at the existing offerings for tcn women in Flanders. This showed that a very extensive program already exists, offered by the integration and integration agency. The Flemish government is working towards a Flanders in which all people can live together in diversity. The Flemish integration and civic integration policy aims to reverse the origin gap in various areas of our society. The main lines of that policy are formulated in the decree of July 9, 2021 amending the decree of June 7, 2013 on the Flemish integration and civic integration policy (opens in new window).

An important role in this is reserved for network organizations that strengthen the social position of persons of foreign origin.





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The Flemish government wants people who come to live in Flanders and Brussels from abroad to be able to actively participate in our society. That is why the Flemish government offers an integration program, which should help persons of foreign origin to develop the necessary knowledge and skills. Integration offers them a first step to fully assume their social role as a citizen, parent, employee, entrepreneur,....

Through the Agency for Integration and Inclusion, we looked for collaborating organizations that have direct contact with the target group and can offer or integrate the Engage materials into their operations. This search led us to the following organizations, all of which we visited personally and each of which gave us the opportunity to explain the Engage project.

Web Werkt: WEB develops several initiatives in the region to help people who are struggling in the labor market find sustainable jobs.

CAW: The Centrum Algemeen Welzijnswerk (CAW) helps people with all their questions and problems related to welfare. A difficult relationship. Personal difficulties.

Artevelde: The University of Antwerp previously conducted similar projects. A project researcher was on hand to introduce me further within their governance group

IDiverso: I-Diverso works on behalf of companies and organizations and focuses on inclusive entrepreneurship.

We could conclude that there is series of a very elaborate integration pathway for newcomers in Flanders. Both on a social and professional level. That is why we decided to see the TCN workshops mainly as an addition to the existing offer and to focus mainly on the women who participate in the activities of the women circles.

From the application, it was expected that at the start of the Labour Market Stakeholder capacity-building sessions (A.2.7), both a pre and post questionnaire would be conducted. Both happened but the pre questionnaire was not sent to participants as a questionnaire.

This to minimise the administrative load on participants so that motivation for the content remained high.

Changes to the initial planning were at UCLL: It was decided to go for a survey at the start of the first session so that the participants also had an insight into the background and expectations of the other participants. The tool used for this was WooClap, this gave the participants the opportunity to answer the questions anonymously to identify themselves afterwards in group if desired and discuss the answer in group.

To organise the LMS workshops, UCLL was searching for a relevant partner with extensive experience in the field and the necessary expertise in guiding companies towards a more inclusive approach (with a specific focus on the integration of women with a migration background). UCLL decided to involve external partner I-Diverso in order to provide substantive guidance to the workshop participants as well as an excellent explanation of the national context. I-Diverso works on behalf of companies and





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organisations and focuses on inclusive entrepreneurship. In consultation with them as experts, we determined the structure of the workshops. Besides I-Diverso, we also involved internal UCLL research colleagues working around the 'Inclusive Societe' domain. They provided some interesting guest lectures around relevant themes during some workshops.

To select the participants of LMS workshops, a public communication campaign preceded so that all interested LMS had the opportunity to sign up for the workshops. This communication included the following initiatives:

- A news email as well as a mail invitation to relevant contacts from the UCLL network
- Multiple distribution of the call via UCLL social media channels (LinkedIn, Facebook)
- Multiple distribution of the call via social media channels of I-Diverso (LinkedIn)
- Promote the workshops via UCLL's website as a post-training exercise for companies

2. Workshop Implementation

We did make changes to the initial plan: We started with the idea of giving 6 separate workshops to a fixed group of women where they could follow the full pathway in a few days or spread over a few weeks. In our search for a logical location and stakeholders to support this initiative and the contact with the target group, it turned out that in Flanders, there is series of a very elaborate integration pathway for newcomers in Flanders. Both on a social and professional level. That is why we decided to see the TCN workshops mainly as an addition to the existing offer and to focus mainly on the women who participate in the activities of the women circles. (see more details in the description above).

We translated the entire content into Dutch to ensure general accessibility. We placed this and other relevant materials in a public google drive directory and shared the content with all our stakeholders. In this way, the existing integration process can call on the developed materials, modify, implement or update this content according to their own needs and requirements.

We planned the women's circle activities together with stakeholders (Z33, Avansa, Bovenhuids, ...) and examined in advance whether and which workshops for TCN could be combined with these activities. This is how we finally covered the TCN workshops:

The theoretical approach of the materials was incorporated and applied to the pre-existing range of services offered by the above stakeholders. A practical and hands-on translation of the content was chosen for conducting these workshops. The workshops were not conducted in a linear fashion and not with the same women each time. However, a logical connection to the activity or participants was sought each time.

10/09/2022 Module A. Settlement into the community





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Session 1: Icebreaker + introduction to political system of Europe, introduction to the business and workplace culture of Belgium. Most important institutions for TCN women. Luik, 15 participants

18/10/2022: Module C Digital skills

Session 2: Icebreaker + introduction to social media, basic knowledge of the web (on tablet + laptop+ smartphone -> sharing who is already on social media, what are the differences, how to use it,...) , Leuven 17 participants

Session 3: Icebreaker + Basic knowledge of search engines, searching on the internet for recipes + ingredients (on tablet + laptop + smartphone -> how to use search engines, which ones exists? How to look for a recipe, how to safe/use it? How to check/order) , Leuven, 17 participants

19/10/2022: Module D Professional Development

Session 4: Icebreaker + importance of networking for career development (useful organizations, discussing experience and pitfalls of networking during walking activity), Leuven, 17 participants

Session 5: Icebreaker + Functions of a CV, What is usually the procedure in Belgium to get hired for a job? (resume, cover letter, exploratory interview, salary negotiation,...) Discussion of experience of participants. How can this procedure be made more accessible? Which organizations/agencies can help you in a job search? How do you know which job suits you?....., Leuven, 17 participants

27/04/2023: Module B Softskills

Session 6: What are (inter)cultural skills? How does communication work? What is the difference in verbal and non verbal communication and what is the power of non verbal communication? How can you put your personal goals first and how can you achieve them? These topics were discussed using several female role models.

Regarding Capacity Building Workshop : As the target audience is mainly companies and HR staff, we were aware of the solid commitment we expect from participants. To make the time investment easier to match the participants' busy schedules, we opted for the following structure:

3 interactive online sessions where there is intensive contact between the teacher and the trainees as well as between the trainees themselves. A further 5 sessions are offered in the form of independent distance learning. The 3 interactive online sessions were mainly reserved for providing the theoretical framework associated with the various modules and handing out assignments that the participants can carry out independently on their own, with colleagues or together with other course members in the meantime, with their results, conclusions and questions being discussed in detail during the contact moments.





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As we preferred that participants from all over Belgium could participate, we opted for online sessions which could also be followed in real life at the address of I-Diverso or at UCLL, we could provide a Desktop or laptop to join the workshops.

3. Workshop Impact

On the one hand, we have translated the materials and made them open source available. organizations and agencies that are part of the integration process in Belgium will implement, adapt and update these materials according to their own need a needs in their further operation.

On the other hand, we ourselves applied workshop content across 4 different activities. Due to the practical hands on approach, there was a strong interaction and motivation of the participants to actively engage during the workshops. A conscious decision was made not to discuss extensive theory but to focus mainly on sharing experience and providing practical tips. After each session, participants were informed where to find all the Dutch and English materials so that more info is available if needed.

Rwguarding Capacity Building Workshop :

From the application, it was expected that at the start of the Labour Market Stakeholder capacity-building sessions (A.2.7), both a pre and post questionnaire would be conducted. Both happened but the pre questionnaire was not sent to participants as a questionnaire.

This to minimise the administrative load on participants so that motivation for the content remained high. It was decided to go for a survey at the start of the first session so that the participants also had an insight into the background and expectations of the other participants. The tool used for this was WooClap, this gave the participants the opportunity to answer the questions anonymously to identify themselves afterwards in group if desired and discuss the answer in group.

Participants were not obligated to fill in an answer.

Some conclusions from the questions asked:

1. Participants were asked what they associated with the word 'inclusive enterprise'. This resulted in mainly naming the following words:

- Diversity
- Added value
- Respect and encouragement
- Togetherness
- Equal opportunities

Answers that were also mentioned but less discussed are

- individual
- society
- shared responsibility





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2. Participants were asked about their function or expertise. Following answers were shared:

- Researcher
- Measuring diversity at an organisaito
- HR generalist at immovable Heritage
- Team coordinator
- Paralegel and member of workinggroup DEI
- R&D manager at Afga
- I-Diverso employee
- Entrepreneur and consultant
- Staff member diversity policy
- HR business partner
- Reasearch leader dispension and development
- Secondary education teacher

Regular questions were also asked throughout the session in function of the topic to hear their prognosis on, for example, the unemployment rate among women with a migrant background, the most frequently experienced barriers, causes of unemployment and so on. This was to start from the participants' frame of mind.

At the start of each session there was a brief recap of the previous session and time was provided for participants to feedback on this with questions or comments. This group discussion provided interaction between the facilitators and the participants as well as among the participants themselves. Questions were frequently asked about best practices. for example: How do other companies ensure that their job application process is accessible to women with a migration background. Participants were able to share their own experiences here.

At the end of each session, participants' expectations were also surveyed each time. The themes and chapters to be discussed were communicated, giving participants the opportunity to already share their expectations, questions and comments with us. This input was collected through a group discussion or via a google forms link that was distributed to the participants. This input was incorporated into the curriculum for the next workshop.

In the final session, we went hands-on with participants to work within their own organizations using an inclusion scan. Using questions and assignments, participants were able to map their own company based on the degree of inclusion valid within their company. Based on their outcome, they received concrete tips and input to get started. This tool was considered positive and instructive by 100% of the participants.

After the final session, a general questionnaire was sent out for evaluation. 8 participants shared their feedback. based on this input, the conclusions below were drawn:

<https://docs.google.com/forms/d/1pnSlntlQZHLpdjrjKtikrhmdoq0634sxuyu4otsGPFwg/edit#responses>





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Based on the input provided, it appears that most participants had a positive experience with the Engage sessions and gained valuable insights. Some participants even mentioned that they had collected many new insights and became more aware of the challenges surrounding diversity and inclusion.

Participants noted that they were particularly interested in exchanging experiences with other participants and hearing different perspectives from diverse speakers. They appreciated the fact that various speakers were involved and found it helpful that practical examples were provided to help increase inclusivity.

Some participants did have suggestions for improving the sessions, such as more attention to diversity in general, not just focusing on women with a migration background, more concrete exercises, and sharing more existing initiatives.

Overall, it appears that the Engage sessions were generally perceived as valuable, and participants gained insights that made them more aware of the challenges surrounding diversity and inclusion.

4. Workshop Reflection

We did make changes to the initial plan: We started with the idea of giving 6 separate workshops to a fixed group of women where they could follow the full pathway in a few days or spread over a few weeks. In our search for a logical location and stakeholders to support this initiative and the contact with the target group, it turned out that in Flanders, there is a series of a very elaborate integration pathway for newcomers in Flanders. Both on a social and professional level. That is why we decided to see the TCN workshops mainly as an addition to the existing offer and to focus mainly on the women who participate in the activities of the women circles. (see more details in the description above).

Once we determined this approach, everything went smoothly. The participants were informed at the beginning of the activity about the Module that was planned to be carried out before or after the activity so that they could decide for themselves if they wanted to participate or not. There is no one who preferred not to participate in the workshop and afterwards, no participants indicated that they regretted having attended the workshop.

Evaluation of participants: The introduction provided theoretical tools but it was mainly the group discussions and the sharing of experiences that made the workshops very instructive. Mainly because the activities were conducted with some local women which made it an approachable way of asking questions and discussing difficulties.

From the questionnaires UCLL used the following answers were received :

Participants were not obligated to fill in an answer. Some conclusions from the questions asked:





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1. Participants were asked what they associated with the word 'inclusive enterprise'. This resulted in mainly naming the following words:

- Diversity
- Added value
- Respect and encouragement
- Togetherness
- Equal opportunities

Answers that were also mentioned but less discussed are

- individual
- society
- shared responsibility

2. Participants were asked about their function or expertise. Following answers were shared:

- Researcher
- Measuring diversity at an organisaitie
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- R&D manager at Afga
- I-Diverso employee
- Entrepreneur and consultant
- Staff member diversity policy
- HR business partner
- Reasearch leader dispensation and development
- Secondary education teacher

Regular questions were also asked throughout the session in function of the topic to hear their prognosis on, for example, the unemployment rate among women with a migrant background, the most frequently experienced barriers, causes of unemployment and so on. This was to start from the participants' frame of mind.

5. Workshop sustainabiliy/ Exploitation

It proved to be a successful formula to organize an activity and attach workshop content to it. This way, participants were not deterred in advance by an overly administrative or theoretical approach. This also ensured confidential contact between participants.

We are not aware if the participants are currently still in contact with each other.





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One of our main stakeholders 'Avansa' confirmed the success of this approach and wishes to proceed in a similar way in the future.

Reflecting on the LMS workshops organized by UCLL with the help of external partner I-Diverso, it can be said that it was a successful collaboration. I-Diverso made a valuable contribution to the workshops with its expertise on inclusive entrepreneurship and specific focus on women with a migration background. In addition, internal UCLL researchers provided interesting insights with their guest lectures.

The communication campaign to select participants was broad-based through various channels, which generated a lot of interest. The chosen structure of three interactive online sessions and five remote sessions made it possible for participants to fit the workshops into their busy schedules. The online sessions could also be followed on-site at I-Diverso or UCLL, with desktops or laptops made available.

During the sessions, there was intense contact between instructor and participants, as well as among the participants themselves. There was much interaction and many questions were asked, allowing for knowledge exchange and sharing of best practices. Input from participants was also used in shaping the content of the workshops.

The hands-on work in the final session using an inclusion scan was viewed by all participants as positive and instructive. Participants were able to use questions and assignments to map their own organization and received concrete tips to get started.

Looking ahead to the impact of the workshops, it can be said that through the workshops the participants gained more knowledge and insight in the field of inclusive entrepreneurship and integrating women with a migration background. Because of the concrete tips and input they received, they can actually work to make their organization more inclusive. This will have a positive impact on the inclusiveness of the organizations where the participants work and hopefully beyond.

Some learnings or remarks that we would like to share:

Despite the extensive communication campaign, the number of participants in the workshops seems to have been limited. It is important to evaluate why this was the case and if there are ways to attract more participants in the future.

It is possible that the online structure of the workshops was a barrier for some participants to fully participate and remain engaged in the program. On the other hand, this format did allow for flexible and approachable participation.





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While the inclusion scan proved to be a valuable tool for participants, its use as a concluding exercise may have been a missed opportunity to provide participants with more hands-on experience and guidance in implementing inclusive practices in their organizations. We might have been better off doing this at the beginning so that theory could be tested against

practice right away.

While the involvement of I-Diverso and UCLL researchers was valuable to the workshops, it is important to explore how the participants themselves can be more involved in the design and implementation of future workshops so that the program can be even more responsive to their needs and challenges of inclusivity.

7.3 CYPRUS – EMPHASYS & CyRC

1. Workshop Preparation

CyRC and Emphasys Center engaged several stakeholders in the implementation of the workshops for the LMS. CyRC contacted UNHCR, Cy , the Municipality of Nicosia, the Cyprus Human Resource Managers and the Cyprus Hotels Association. At the same time CyRC contacted other NGOs working in the field of migration and refugee to share the workshops.

CyRC also engaged the team of HelpRefugeesWork

CyRC and Emphasys Center implemented the workshops as a sequence.

The workshops were organised having in mind the different activities of the project and the availability of the participants. A google form/registration form was send to the interested companies with the dates of all workshops. The interested participants could declare which workshops could attend from the beginning. Furthermore, we offered the possibility to participate online, in case of an employer representative who live in another city, having in mind the Covid -19 restrictions and in case of an employer who cannot leave the workplace.

2. Workshop Implementation

We followed the initial plan and made no changes for implementation.

Up-Skilling workshops : In total 15 unique participants.(detailed description of the workshops in other WP)

Capacity building workshops :





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16/03/22 Nicosia, (hybrid) Multifunctional Center of the Nicosia Municipality and online, 29/04/2022 online, 16/05/2022 online, 31/05/22 in person in the Multifunctional Center of the Nicosiamunicipality, 16/06/22 online. In total 15 unique participants.(detailed description of the workshops 2.6)

The participants were very interested to learn more about the refugee situation in Cyprus and very willing to proceed with a job shadowing scheme. They engaged to the discussions with questions and observations and by sharing experience from their workplace.

3. Workshop Impact

- The fruitful discussions we had with participants
- The clarification we gave on their main concerns and questions
- The engagement some of the participants to Job shadowing schemes
- The expand of our networks with employers
- More informed and well prepared employers to welcome wome refugees and asylum seekers in their workplace

Overall, the activities were very successful. By the end of the workshops all the participants had accurate information concerning the main characteristics of TCN women in Cyprus, their labour rights and gende equality policies. The workshops also explained in detailed good practices for the implementation of job shadowing schemes which were later implemented through the project activities.

We managed to connect some of the participants with employers in job shadowing schemes, full time jobs or internships. The main challenge was to manage to have paid placements.

4. Workshop Reflection

LMS: The main challenge identified was the participation of labour market stakeholders. Even if more than 32 persons/ companies declared interest for the series of workshops, only 15 participated. The low participation can be attributed to the general negative presentation of refugees and migrants in Cyprus, the misinformation regarding their labour rights in conjunction with the highly restricted access to employment and the complicated administrative procedures, which make employers believe that the topics are not of their concerns.

The main challenge identified was the participation of women refugees. Although more than 80 persons declared interest in participating in the workshops, only x manage to attend. This can be attributed to multiple factors, such as the high instability that women refugees face, the priorities they set – finding job, the lack of childcare services, lack of convenient public transportations means etc.. However, the big interest indicates the need for more workshops which will offer more options to develop their employability skills.





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The intense outreach of the partner organisations to both women TCN and LMS which finally led to the high participation was the main factor of success. At the same time the strong links of the CyRC with the refugee community in Cyprus and the business community due to other initiatives such as the HelpRefugeesWork platform.

If we started today again, we would plan more and shorter workshops as some of them were very long. We would engage more stakeholders.

The main learning from the workshops is that the priority of women refugees is to find a paid job to cover their basic need and the lack of any governmental support that would help them do an internship to get experience and knowledge and expand their network lead many people to work in low skilled and with unfair salaries.

5. Workshop sustainability/ Exploitation

We are in contact with some of the women and LMS participated in the workshops to explore new opportunities that would benefit women refugees. We have already come in contact with one of the companies offered a paid JS scheme which want to do it again this summer.

Recommendations to improve the workshops in the future :

- Use more interactive and engaging methods
- Use translators/ cultural mediators
- Collect feedback immediately after the workshops.

Follow-up activities we would recommend in order to ensure the sustainability of the results of the workshops: Telephone communication with participants and information provision of upcoming events,

Recommendations for public and national policies and measures in relation to the integration of TCN women :

- To develop and implement a national integration plan
- To develop free language training programs tailored to job positions
- Offer vocational trainings and job matching services
- Implement policies to combat discrimination against TCN women
- Encouragement the collaboration of the civic society with the state and refugees organisations.

7.4 GERMANY – KITEV

1. Workshop Preparation

Staff involved in the planning : Ketevan Mtvarelidze and Gianmarco Mattinzoli – the project managers of ENGAGE. And, When it comes to Up-skilling workshops for TCN, The workshops partly took place at ZAQ (Learning/training center in Oberhausen) and partly at kitev.





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We planned the Up-skilling workshops for TCN as a sequence, one after another and we wanted to involve all 15 women in it. So, we contacted a training center called “Zaq” that provided workshops for TCN women. But, as it turned out, there were not 15 women willing to take part in workshops due to many different reasons (for example: having little kids, house chores etc), so we decided to plan another set of workshops that would take place in Kitev in the evening. So, there were around 5-6 people who participated in Zaq workshops and another 9-10 women who participated in workshops later (organized by Kitev).

In the beginning, we were planning the workshops as a sequence, one after another, therefore we took some actions to invite LMS to participate in the capacity building workshops such as: spreading a post on social media, sending out invitation emails, or making some phone calls to the companies/Institutions we had some connections with, but, as a result, it turned out that there was hardly any chance to convince companies/organizations to release employees for 30 hours for such workshops. Most companies had full order books at that moment and in many cases had to deal with staff shortages, so that participation did not seem realistic.

Considering this pattern, we decided to print out the workshop materials, visit the companies/organizations and hand them out to the representatives of the target institutions (businesses, NGOs, etc)

2. Workshop Implementation

Up-skilling workshops for TCN :

First, we were planning to involve 15 women in the workshops organized by Zaq but since there were not enough women willing/able to participate in the workshops, we decided to organize another set of workshops later at Kitev.

Zaq organized 8 workshops involving all modules (dates and times can be seen below), where 5-6 TCN women were involved. Another set of workshops (10 workshops) took place in March in Kitev where 10 TCN women were involved

01/03/23 (17:00 – 21:00)	03/03/23 (17:00 – 21:00)
08/03/23 (17:00 – 21:00)	10/03/23 (17:00 – 21:00)
15/03/23 (17:00 – 21:00)	17/03/23 (17:00 – 21:00)
22/03/23 (17:00 – 21:00)	24/03/23 (17:00 – 21:00)
29/03/23 (17:00 – 21:00)	31/03/23 (17:00 – 21:00)

We got a very positive impact from the ladies involved in the workshops both, at Zaq and at Kitev. They said that after having completed the set of workshops they feel better equipped and more likely to find a job in the future. Their positive feedback is also visible in the questionnaire filled out.





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Capacity Building Workshops for LMS :

Yes, we've made some changes as mentioned above, we were planning to have face-to-face – one after another – type of workshops with the LMS but considering the reasons (mentioned above) we decided to reach the same goals of delivering workshops (which is to inform and equip LMS with the necessary information and tools in order for them to better integrate TCN in their workplaces) by delivering printed out workshop materials as well as sending PDF version of the material to the LMS after getting a confirmation that they wanted to receive the materials.

We visited 15 target institutions, delivered training materials (all the modules), and sent PDF versions by email as well. After delivering the materials, LMS took 2-3 weeks to read and get to know the material. After that, we went back to them and collected signatures confirming that they have read and got to know them.

We delivered training materials not at the same time but on different dates (indicated on the paper where LMS signatures are). There were representatives of 15 different institutions/companies/NGOs who received the materials, took 2-3 weeks to get to know them, and later signed as a confirmation.

We got a lot of positive feedback which is also visible based on the questionnaires filled out by LMS (5.3). The questionnaires were filled out by those LMS who received the training materials (all the modules) from kitev. After reading and getting know to the materials, most of the LMS says that they found the materials useful and informative.

What's more, since we had changed the method of delivering capacity workshops, we were wondering how LMS found the new method of delivering printed-out materials or reading them PDFs, and as it turned out from the emails and phone calls received from the LMS, they found this method very effective, timesaving and comfortable because they were able to read the materials anytime they wanted and manage the time they needed for reading materials anyhow they wanted.

3. Workshop Impact

TCN:

- Getting Informed about the labor market in Germany
- Getting equipped with new hard and soft skills
- Expanding their network
- Developing the feeling that they are better equipped and more likely to be employed.

When it comes to TCN they seem to be better equipped for finding a job and 2 of them who participated in the workshops recently found jobs. The rest are also optimistic and think that they are more employable now than before participating in the workshops.

LMS getting informed about several topics such as:





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- Key Challenges in the Integration of TCN Women
- Diversity and intercultural communication at work
- Social responsibility of companies
- Job Shadowing Schemes

Based on the POST questionnaires filled out by the LMS, it seems that the target group is less skeptical or scared to employ TCN at his company/NGO/institution.

One of the Espresso bars involved in ENGAGE employed 3 more TCN women after getting involved in the ENGAGE project and after reading the capacity workshop training materials.

Also, one of the involved LMS pointed out that after getting know to Module 3 – Diversity Management and intercultural communication – it has become easier to manage conflicts or misunderstandings among TCN at the workplace.

Unfortunately, we managed to have just 1 job shadowing experience but super successful!

The challenges we faced accrued from both sides: TCN and LMS. When it comes to TCN, it was difficult to find interested women who would have enough free time to dedicate to Job shadowing. Most of the TCN women living in Oberhausen have big families and they are usually the ones responsible for house chores as well as taking care of the children, so they rarely have time to do something else.

Also, most of the women we met were looking for jobs because of financial purposes. They wanted to provide for their families, so while offering job shadowing (even though there was a possibility to get a paid job after completing the job shadowing phase), they didn't really show enthusiasm to do an internship/job shadowing for no or a little money.

Another reason is that in Germany the government takes care that migrants get social money as well as support by providing German courses. So, most of the TCN women along with their family lives, take intense German courses which take at least 4 or 5 hours of their busy days.

When it comes to LMS, it was difficult to find companies that would like to take interns or provide job shadowing. The reasons were several:

LEGAL – as far as we found out at the beginning, according to the law, it is illegal to do an internship/job shadowing without getting paid and insurance. Considering these conditions, it was difficult to find companies/NGOs/institutions that would provide job shadowing as well as some money, insurance, and a mentor taking care of the process.

After some time, we found out that it was possible to legalize the process through Job Center but it took us more than 2 months to negotiate with a job center and finally get a confirmation for the job shadowing to take place.





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All of those reasons and obstacles mentioned above made it super difficult and almost impossible to find LMS and well as TCN willing to do a job shadowing. But we are very proud of the one we managed to implement!

Svitlana, a photographer from Ukraine left the country shortly after the war started, arrived in Germany, and since then she's been involved in art events organized by kitev. Since her arrival, she's wanted to do something for her professional development as a photographer and job shadowing seemed to be a great option for her.

We contacted a photographer in Essen who has her own studio and after talking with her, she got immediately interested to provide a job shadowing. Svitlana did a job shadowing for about 2-3 months and now she is employed there, at the studio with a contract!

4. Workshop Reflection

One of the main challenges was to find TCN women who had free time to invest in the Upskilling workshops. Most of their days are packed with a lot of things to do such as language courses, house chores, taking care of children, etc.

Another big challenge was that both sides: TCN women as well as LMS were skeptical about each other. TCN women didn't believe in increasing their employability and LMS were having doubts about the skills/education/language skills of TCN women.

Some of the companies/NGOs already have some experience in working with TCN women, but for most of them it was their first experience touching this topic, so they were afraid of the "unknown".

The main highlight was to see TCN women empowered after the workshops. We could see them open up becoming more communicative and sociable with one another. There are women keeping in contact with one another and organizing weekly dinners or morning coffees at somebody's place.

When some of the women arrived at the workshops, it was visible that they didn't have much of a hope of finding a job or entering a labor market, but after the workshops, it turned out that they felt more empowered, skilled, and equipped to get employed.

In terms of LMS, they found the training materials very useful (we asked them!) and they even made a promise to include the material in the process of traineeship of their new employees.

If I started now, I would include in the program some icebreaker activities that would make the environment more comfortable for TCN women.

In terms of LMS, I would organize some online webinars together with delivering the materials.





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5. Workshop sustainability/ Exploitation

We are in touch with the TCN women on a daily basis because they are involved in the activities offered by Kitev. We are in contact with Svitlana who has done a job shadowing and now is successfully employed at the photo studio.

We are in touch with the LMS who received our materials and got to know them and we are even planning on further cooperation.

As a follow-up we would suggest to stay in touch with the TCN, as well as LMS, and in case of need, help them to communicate.

7.5 GREECE – DIMITRA

1. Workshop Preparation

The upskilling workshops were held in collaboration with an NGO that provides various services to refugees and migrants.

Firstly, we organized the Capacity Building activities for the LMS and when they were finished, the Up-Skilling activities for the TCN women took place.

2. Workshop Implementation

In order for the capacity building workshops to keep pace with the training material that has been developed, we chose to organize 6 workshops of 4 hours, instead of 8 workshops of 3 hours.

Capacity building workshops :

The workshops took place in our training centers (November and December 2022). 15 employers and business managers participated and they were provided with the needed competences for supporting the integration process of TCN women into society and working life. We have used the material developed by the Consortium.

Up-Skilling workshops:

The workshops took place in our training centers (December 2022 and January 2023). 20 TCN women participated. The workshops provided basic and necessary knowledge to TCNs regarding their settlement in Greece, what is required of them, what are their rights and what are their basic procedures they need to be informed about.

3. Workshop Impact

Through the workshops, the participants were given the opportunity to acquire important information and knowledge, to broaden their horizons regarding immigration, the labour





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regulations in Greece and their rights. At the same time, the LMS increased their knowledge about how migrants live and were informed about how to integrate them in their work.

The LMS became very willing to employ migrant women in their work.

Regarding selection women for the Job shadowing, we faced some challenges, because according to the Greek legal framework, it is illegal to employ people without pay and insurance. However, we have succeeded, as a few participants from the upskilling workshops have been properly hired by LMS that participated in the Capacity Building workshops.

4. Workshop Reflection

The main challenge was that at first, a few immigrants were skeptical about participating in activities and sharing their personal details.

The main highlight was the subject and content of the workshops and the participants' desire to acquire new knowledge.

If we would start today from new, we would also involve LMS who had worked or employed TCN women.

Our main learning is that we have noted the necessity of such activities. We found that many migrants are not familiar with the socio-economic system of the country and the job opportunities that may exist, and at the same time we found that employers and managers do not have the necessary knowledge and information about the situation of migrants and the challenges they face.

5. Workshop sustainability/ Exploitation

Some of the TCN women have been employed. Their contact details are available on the participant's list.

To improve the workshop in the future maybe it would be useful to organize some common workshops which would concern both TCN and LMS.

Follow up activities to ensure the sustainability of results of the workshop could be to contact both the TCN and the LMS to find out if they have any action in progress.

Our recommendations for public and national policies and measures in relation to the integration of TCN women would be to take appropriate measures and policies to facilitate and encourage the entry of migrants into the labour market as well as providing incentives for employers to employ migrant women.





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7.6 ITALY – CEFAS

1. Workshop Preparation

Involved staff were :Chiara Cordella, president of Ce.F.A.S., and Ce.F.A.S. staff: Antonio Caroli, Eleonice Mastria, Noemi Verducci as well as other internal staff.

However, it was difficult to gather LMS, we were able to organize 8 workshops of 3 hours each. Every workshop was organized in presence in Ce.F.A.S. headquarters.

The LMS were selected via the well-established links Ce.F.A.S. has on the territory and with the different local realities.

Many workers from NGO “Rinascita” (NGO working with refugees and asylum seekers) participated in the workshops since must remain up-to-date on how to ensure inclusion of TCN women into society and labour market and our workshops were part of their updating courses.

In contacting other stakeholders, field of interest of TCN women, expressed during the up-skilling workshops, was also taken in account in the light of the expected job shadowing experience or future job opportunities.

2. Workshop Implementation

The structure of the workshops remained, more or less, unchanged as we initially planned. No changes were necessary apart of little changes that occurred sometimes based on feedback and interests expressed by participants.

6 up-skilling workshops of 5 hours each were organized in presence, in Ce.F.A.S. headquarters in which 17 TCN women participated.

Dates: 05/07/2022 – 06/07/2022 - 07/07/2022 – 08/07/2022 – 15/07/2022 – 21/07/2022

8 capacity building workshops for LMS were organized. Each workshop was of 3 hours and they were held in presence, in Ce.F.A.S. headquarters in which 15 people participated.

Dates: 06/11/22 – 23/11/22 – 14/12/22 – 19/01/23 – 31/01/23 – 06/02/23 – 15/03/23 – 07/04/23

Participants were interested in the topic of the workshops. In many cases, participants said that after workshops they learned new things relevant for their life or job.

3. Workshop Impact

Workshops were successfull in a way that both TCN women and LMS were satisfied with the information provided.





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Even if some LMS had previous experience in working with refugees, the capacity building workshops provided them more information on how to include the gender perspective and some specific needs or obstacles of TCN women previously ignored.

Eight TCN women were selected for job shadowing, based on their availability and interest in doing so.

The main challenge TCN women had was transport since they lived in a small village with an inefficient or limited transport system. In light of this issue, we made a careful selection of LMS based in women's village so they could easily go to the place.

Another challenge was about limited availability in terms of time and days of women because, in some cases, they needed to stay home with children.

4. Workshop Reflection

The organization of LMS workshops required much effort and, sometimes, experienced difficulties since participants had very limited availability due to work commitments.

Even if more LMS declared their interest to participate in the workshops, their participation was limited due to lack of time.

Nevertheless, participants said that the presented material and the information provided were useful for a better understanding of obstacles and difficulties TCN women faced when entering in the labour market and in the host society. They became more aware of the gender dimension and of the cultural differences.

The selection of TCN women and LMS for job shadowing was very positive for both sides even if, in some cases, there were problems in terms of availability of women.

The success of the workshops and the Intercultural Event is linked to the high and active participation of people involved.

5. Workshop sustainability/ Exploitation

After job shadowing experience, some LMS remained in contact with TCN women for future internship and other opportunities.

Contacts were already provided for external evaluation.

Regarding recommendations, the general reception system should be reviewed in order to ensure a better collaboration between NGOs working with migrants and local realities.





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7.7 NETHERLANDS – ADAMMOB

Not available

7.8 SLOVENIA – ZRC SAZU

1. Workshop Preparation

Workshops were organized and done by ZRC SAZU staff Jure Gombač, Asja Pehar Senekovič, Špela Kastelic and Lucija Klun. For Up-Skilling Workshops for TCN women we rented premises and arranged catering services by a stakeholder-NGO Društvo Odnos from Ljubljana (responsible person Irena Zajc). For Capacity Building activities for LMS we rented premises and arranged catering services by stakeholder-NGO Dress for Success Maribor (responsible person Larisa Vidovič).

Within the project team it was agreed that we do Up-Skilling Workshops for TCN women in three consecutive workshops on 10., 11. and 12.10.2022. Workshops were done in the city of Ljubljana.

Within the project team it was agreed that we do Capacity Building workshops in three consecutive workshops in the span of two weeks (15.3., 21.3., 22.3.2023). Workshops were done in the city of Maribor.

2. Workshop Implementation

- Capacity building workshops for LSM: 15.3., 21.3., 22.3.2023 in person in Maribor, Slovenia.
- Up-Skilling Workshops for TCN women: 10., 11. and 12.10.2022 in person in Ljubljana. Slovenia.

The main purpose of the seminars was to make stakeholders in the labour market aware of the existing obstacles faced by women from third countries when entering the labour market, as well as to present the importance of acquiring intercultural knowledge and skills and encouraging the employment of women from third countries. As part of the seminars, we have emphasized the importance of the integration of women from third countries for the community, and part of the program will also be dedicated to tools that can be used in the workplace to facilitate the integration of migrant women.

Feedback from participants : Very positive feedback in both Capacity building workshops for LSM as well as Up-Skilling Workshops for TCN women. Participants wish to have more workshops like this to network, get to know other people working in the same field (LMS) or live in the same city and encounter similar issues (TCNs).

3. Workshop Impact





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Main Outcomes for LMS: Deeper knowledge of issues migrants are facing and awareness that it is crucial the attitude employers and public servants are using when working with people.

Main Outcomes for TCN: better knowledge of some procedures and regulations regarding labour market in Slovenia. Skills, as to how to present oneself at the interviews, different types of employment contracts in Slovenia.

4. Workshop Reflection

The most difficult part was to find such large number of participants and to get them engaged for such large number of hours.

5. Workshop sustainability/ Exploitation

Few of the participation women are in the process of being employed or engage in the occasional part-time jobs.

7.9 SPAIN - DRAMBLYS

1. Workshop Preparation

In the planning stage, all Dramblys team has been involved and approached the following stakeholders: Social Services of Albacete City Council, AJE (Association of Young Entrepreneurs), FEDA (Albacete Business Federation), IncusiÓN (local platform of companies and organizations working in the field of socio-labour integration) and other local and regional NGOs that work with migrants, asylee seekers, refugees and vulnerable groups (ACCEM, Cruz Roja, Llanero Solidario, IFAD, Atenea among others)

Initially we planned the workshops as a sequence, however in order to engage bigger number of participants we had to do adapt to a different availability of TCNs and as a result, we offered training workshops in the mornings and in the evenings. In the case of LMS, we offered an intensive training workshop.

Regarding the TCNs workshops, we had to adapt them to the availability of women to ensure that the same women attended all training session. As the migrant women have different responsibilities (different jobs, family care, etc.), it was very difficult that they can attend the workshop in a regular way. So, we decide to offer training workshops in the mornings and in the evenings (two different time) adapting the training to women' free time in order to facilitate their participation. Even it was a big effort, we get women to attend the course on a regular basis.

In the case of LMS, we offered an intensive training workshop. Before starting the training sessions, we met with some LMS to ask about how they expected this training to be. As they conceive training is part of their professional development, they prefer an intensive training programme (morning sessions). So, we organized the capacity building session in an intensive training programme of 3 days.





We used internal calendar for planning. To provide a more engaging learning experience and in order to facilitate peer-to-peer learning, we adapted the training materials including more interactive training and learning methodologies.

2. Workshop Implementation

We had to postpone a couple of weeks the workshop initially planned for LMS due a low number of participants, despite a very active ratio campaign and project dissemination

Date	Time	Participants	Module	Methods
28/04/2022	10:00 – 13:00	4	Module 1. Settle in a new community	- Ice break activities
28/04/2022	17:00 – 20:00	5		- Lecture (theoretical content)
05/05/2022	10:00 – 13:00	5		- Role play
05/05/2022	17:00 – 20:00	6		- Open discussion - Lego session
12/05/2022	10:00 – 13:00	4	Module 2. Soft competences	- Lecture (theoretical content)
12/05/2022	17:00 – 20:00	7		- Role play
19/05/2022	10:00 – 13:00	3		- Open discussion
19/05/2022	17:00 – 20:00	8		- Lego session
26/05/2022	10:00 – 13:00	5	Module 3. Digital Skills	- Lecture (theoretical content)
26/05/2022	17:00 – 20:00	7		- Computer lab
02/06/2022	10:00 – 13:00	3		- Open discussion
02/06/2022	17:00 – 20:00	8		- Media
09/06/2022	10:00 – 13:00	5	Module 4. Professional development skills	- Lecture (theoretical content)
09/06/2022	17:00 – 20:00	5		- Computer lab
16/06/2022	10:00 – 13:00	5		- Role play
16/06/2022	17:00 – 20:00	9		- Open discussion

In all the session, we include a two short break of 15' each to promote the informal networking of the participants. The workshops took place one the 29th, 30th of November and 1st of December from 9.00 to 14.00. In total, 15 hours face to face training has been delivered combined with 9 hours online and self-paced learning and training activities. The intercultural event (festival) has been organized on the 23rd of February in the “Fabrica de Harinas” (Albacete) from 16.00 to 20.30, gathering around 100 participants, including main project stakeholders, immigrant women, city council representatives and others.

3. Workshop Impact

The workshops had a profound impact on the participants as they directly addressed the challenges they faced due to cultural differences in a new country. This relevance captured the participants' attention and fostered a high level of engagement throughout the sessions. The insights gained by the Spanish participants regarding how businesses can support workers from diverse backgrounds were particularly valuable. The workshop's practical approach, incorporating videos and photos, effectively enhanced participants' understanding and connection to the content. It is worth noting that these





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discussions were not only relevant to TCNs but also resonated with native participants. The inclusion of simple activities and conversations in the workshop greatly aided participants' adaptation to the tasks, further enhancing their learning experience. In the end, the participants expressed feeling significantly more equipped with enhanced digital, cultural and professional competencies. By enhancing their competencies, the workshop has positively impacted their employment prospects and opened up new opportunities for them. This encouraged them to continue leveraging their improved skills and exploring the job market with confidence.

First of all, raising awareness about intercultural communication and integration challenges. We understood that the project approached the integration of migrant women from third countries into the labor market as a double intervention: on the one hand, to make women aware of the enterprise culture and the labor market in Spain; and on the other hand, to show companies the value of multicultural and diverse teams and how to manage them to obtain the best advantage. This is how the training sessions and infodays were planned.

Through these training-awareness-raising-information activities we have moved a step further towards

1. Integration of the women's collective in the labor market and in their community - through a better knowledge of the labor environment in Spain, how to access and integrate into it and how (also important) to weave relationships for their integration into the community.
2. To bring cultural diversity (mainly immigration) closer to companies, dealing with their fears and doubts about the integration of diversity in their work environments.

We have to say that for most of the participants this intervention (project) was the first time they had participated in training and awareness-raising activities on a key issue such as diversity and its impact on the employability and social integration of migrant women from third countries.

However, it has been very interesting, because in our community reside a significant number of migrant women from third countries, who have come here to work in the seasonal employment offer of agriculture, and that except for a few months a year when they are employed, the rest of the time their job opportunities are few and are conditioned to their personal (family) situation.

The fact of offering them training, adapted to their availability, in a very practical way and focused on key aspects of their access to the labor market, combined with other more social activities has provided us with a very positive evaluation of the group of women who have participated in the project on a regular basis. Particularly because they have told us that they feel more positive when it comes to looking for a job, to interact with other agents in the labor market and that it has provided them with the opportunity to meet and establish links with other women in a similar situation with whom they would





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probably never have connected. And it is important, because it opens up new possibilities for them as they have more knowledge and more support in society.

The challenge we understand is on the side of the enterprises. Because despite having a very positive response from companies to participate in training and other project events, the unequal response to job-shadowing activities (as we see in the following section) tells us that there are still doubts and fears that hinder the hiring of migrants, especially when they are women.

4. Workshop Reflection

We succeeded in selecting only 2 women who participated in job shadowing experiences. There were more women interested and open up for new learning opportunities and experiences, however we couldn't formalize their participation due two reasons:

1. Their legal status in the community

We succeeded in selecting only 2 women who participated in job shadowing experiences. There were more women interested and open up for new learning opportunities and experiences, however we couldn't formalize their participation due two reasons:

1. Their legal status in the community : Most of the women participating in the project are in an irregular situation in the country. They don't have legal papers that allows work in Spain (the case of refugees or asylum seekers), or they are in an illegal situation. Therefore, we can state that the main challenge in our case was related to the legal status of participating women (TCN). The majority of them where in illegal situation, without counting on official immigrant status and documentation. Initially, in most of the cases, it takes up to three years, to get all the documentation in order. Social roots or "arraigo social" is the most frequent and habitual method of regularization. It is the process by which a foreigner can obtain his or her residence permit in the country under exceptional circumstances, provided that: He has been living in Spain for three years in a row and can prove it with her census and other evidence (such as electricity bills, shopping tickets, etc.) Has obtained a job offer in Spain. Obtains a certificate of social integration or has some kind of family tie in the country (parents, children, or spouse)

2. Skepticism among companies to hire migrants : As we mentioned before, companies are still reluctant to hire migrants, especially if they are women. The belief that they do not have the necessary qualifications, or that they will not be able to comply with a regular work schedule means that any measure to integrate this group into the companies generates doubts and fears. This has been perceived in the companies contacted to carry out job-shadowing activities. And together with the previous one, it has been the great barrier to develop this activity.

The project and recruitment initially called a lot of attention by the target groups approached, however time and availability appeared to be the main challenge. In some





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cases, not all the women enrolled in the programme could manage to finish it due to their “sensitive” and personal circumstances.

In terms of workshop duration, several women expressed a desire for more time to delve into additional topics. They suggested exploring subjects such as cultural origins, effective communication techniques, strategies for dealing with cultural shock, working collaboratively with diverse individuals, and providing assistance to those experiencing a cultural shock. These topics were seen as valuable additions to the workshop content, enhancing the overall learning experience.

Regarding TCN, in some cases we have detected that they have suffered negative experiences in previous training activities. Many times they have been tricked into participating in training by being promised a job at the end of the training. But despite making a great effort to participate in the training, in the end they did not achieve their goal. This is why we have had to do a lot of awareness raising in other events that were more informative about the training and that we offered them.

Regarding the LMS – we have had different reactions, depending on the type of stakeholder. On the one hand, those who work in support of migrants or vulnerable collectives have always shown a very positive attitude towards the project. And they have strongly supported the project's activities. Companies, however, have been more reluctant and skeptical to participate actively in the process, especially in specific activities involving the recruitment of women.

The bureaucracy and legal reasons. As commented before the legal status of migrants (and particularly migrant women) from third countries was a challenge for the project implementation. In most of the cases the process to legalise the situation of these persons is long and complex, and sometimes not enough clear for all the actors involved in the integration process.

The workshop's main success can be attributed to its direct relevance to the participants' challenges and experiences. By focusing on cultural differences faced in a new country, the workshop effectively captured the attention and engagement of attendees. The use of practical elements enhanced participants' understanding and connection to the content. The workshop's relevance extended to both Third Country Nationals (TCNs) and native participants, fostering a shared understanding of cultural diversity in the workplace. Overall, the workshop successfully addressed participants' challenges, provided valuable insights, fostered engagement, promoted cultural understanding and delivered a practical and immersive learning experience.

We tried different formulas for workshop implementation. If we talk about LMS and particularly bigger organizations, in-company training maybe could work better to engage more people, although it would require much more resources in terms of time and training delivery.

It was an important learning journey for the involved staff and as an organization in this project. We had a chance to deepen our knowledge and expertise in the field of diversity





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management and social integration. On the other hand, project provided a unique opportunity to network and connect with like minded organizations working with LMS and TCN.

5. Workshop sustainability/ Exploitation

We are still in contact with women who have participated in the Upskilling programme and Women Circle activities in our WhatsApp group where we keep sharing and exchange relevant information.

Yes. But considering the legal status of some of them the shared data have to be under a very clear confidential status.

Given the target group is very diverse and so to provide more engaging and tailored training, workshops could and should be adapted considering the profile of the participants

Regular thematic meetings with likeminded organizations and stakeholders to continue to the exchange of good practices and experiences.

One of the most pressing issues that we have learnt from our TCN women participating in the project that hampers socio-labour integration is the recognition of skills and education obtained in home countries.

8 CONCLUSIONS AND RECOMMENDATIONS

8.1 WORKSHOP PLANNING

The project partners engaged in the planning of a capacity building programme that included workshops for labour market stakeholders (LMS) and upskilling workshops for third country





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national (TCN) women. The planning phase involved multiple individuals and stakeholders, and the workshops were designed to be sequential or organized in alternative ways.

Planning the Capacity Building Workshops for LMS:

- Some partners agreed on conducting online workshops due to time constraints for employees and further practical aspects
- Collaboration was established with network organizations and relevant agencies with direct contact with the target group.
- The workshops were seen as complementary to existing integration programs, focusing on women already participating in specific activities.
- A pre-questionnaire was partly used to gather participant expectations and facilitate discussions during the workshops.
- Adjustments were made by some partners during the planning phase, including using online tools for anonymous surveys and group discussions.

Planning the Upskilling Workshops for TCN Women:

- The workshops were designed to be sequential, with one workshop following another.
- Collaboration was established with for example training centers to provide workshops for TCN women as well as Collaboration with an NGOs providing services to refugees and migrants was established.
- Due to various reasons, the initial number of participants had to be adjusted for some partners, leading to additional workshops at a different location.
- Workshop materials were distributed to target institutions in person.

Practical Considerations and Staff Involved:

- Various tools and methodologies, such as GANTT charts and online platforms, were employed during the planning stage.
- The planning and implementation involved project managers and internal staff from each partner organization.
- Workshop venues and catering services were arranged in collaboration with relevant stakeholders.
- The workshops were conducted in a specific city or region, tailored to the target audience.

Overall, the partners adapted their planning to accommodate participants' availability, leveraged existing integration programs and networks, and employed various tools and methodologies to ensure effective workshop delivery.

8.2 WORKSHOP IMPLEMENTATION

The project partners implemented a capacity building programme consisting of capacity building workshops for Labour Market Stakeholders (LMS) and upskilling workshops for third-country national (TCN) women. The activities were conducted both online and in-person, with adjustments made to accommodate the needs and constraints of the participating organizations. The workshops received positive feedback from participants, highlighting the





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impact of the training on their attitudes towards employing TCN women and their overall readiness for future employment.

Capacity Building Workshops for Labour Market Stakeholders (LMS):

- The workshops were conducted by some partners online to accommodate participants from different cities.
- The workshops focused on key topics such as integration challenges, diversity, social responsibility, equality, and job shadowing schemes.
- Materials developed by the consortium were utilized during the workshops.
- Participants provided positive feedback but suggested considering different formats for future training opportunities with fewer training hours.
- Pre-questionnaires revealed that some participants had prior experience with employing refugees/asylum seekers, while others expressed skepticism.
- Post-questionnaires indicated that some participants changed their attitude towards employing TCN women, feeling more comfortable and willing to hire them.

Upskilling Workshops for Third-Country National (TCN) Women:

- Initially, the plan was to conduct separate workshops for a fixed group of women, but it was modified by some partners to align with existing integration pathways.
- Workshops were integrated by some partners with women circle activities and delivered in a practical and hands-on manner.
- Sessions covered topics such as settlement into the community, digital skills, professional development, and soft skills.
- The workshops were conducted at different locations and involved varying numbers of participants.
- TCN women expressed a positive impact from the workshops, feeling better equipped and more likely to find employment in the future.

Implementation Adjustments and Modifications:

- Delivery of capacity building workshops for LMS involved providing printed workshop materials and sending PDF versions.
- Training materials were distributed to target institutions, and participants were given time to read and familiarize themselves with the content.
- Positive feedback was received, with participants finding the materials useful and effective.
- The workshops' structure remained mostly unchanged, with minor adjustments based on participant feedback and interests.

Overall, the project partners engaged in delivering capacity building and up-skilling workshops to support the integration and empowerment of TCN women and raise awareness among LMS. The workshops were well-received, with participants expressing positive feedback and indicating changes in their attitudes towards employing TCN women. Adjustments were made in workshop formats and delivery methods to accommodate logistical and organizational constraints, while still achieving the desired outcomes.





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8.3 WORKSHOP IMPACT

The project partners of the capacity building programme, which includes capacity building workshops for LMS (Local Migrant Support) and upskilling workshops for TCN (Third Country National) women, have identified several impacts of their activities. The partners examined participants' responses to the activities and gathered feedback, as well as assessed changes in knowledge, attitudes, and behavior among the target groups. Here is a structured summary of their findings:

Overall Impact:

- Translation and open-source availability of materials for organizations and agencies involved in the integration process.
- Implementation, adaptation, and updates of materials according to the specific needs of implementing organizations.
- Successful application of workshop content through four different activities, fostering strong interaction and motivation among participants.
- Focus on practical tips and sharing experiences rather than extensive theory.

Impact on TCN Women:

- TCN participants valued the workshops and gained awareness of the challenges faced by migrant women.
- Some TCN participants secured employment or were in the process of getting employed.
- Fruitful discussions and clarification of concerns and questions.
- Engagement of some participants in job shadowing schemes.
- Expansion of networks with employers.
- Increased knowledge about the labor market, acquisition of new hard and soft skills, expanded networks, and enhanced employability.
- Employment of single TCN women for example by an espresso bar after involvement in the ENGAGE project and capacity workshop training. Successful job shadowing experience resulting in employment for a Ukrainian photographer.
- Difficulties finding TCN women with available time for job shadowing due to familial responsibilities and German language courses.
- Better knowledge of labor market procedures and regulations.
- Improved skills for interviews and understanding of different types of employment contracts.

Impact on LMS:

- LMS participants gained knowledge about key challenges in the integration of TCN women, diversity, intercultural communication at work, and the social responsibility of companies.
- LMS participants showed decreased skepticism or fear regarding employing TCN women.
- Improved conflict management or resolution among TCN women in the workplace after learning about diversity management and intercultural communication.





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- Limited success in finding job shadowing opportunities due to challenges faced by both TCN women and LMS.
- Challenges faced by LMS in finding companies willing to provide job shadowing, mainly due to legal requirements, such as payment and insurance.
- Improved readiness of employers to welcome women refugees and asylum seekers in the workplace.
- Deeper knowledge of the issues faced by migrants.
- Awareness of the importance of employers' attitudes when working with people.

General Outcomes:

- Acquisition of important information and knowledge by participants.
- Increased understanding of immigration, labor regulations, and rights among TCN women.
- Enhanced knowledge of how migrants live and how to integrate them into work among LMS.
- Increased willingness among LMS to employ migrant women.
- Successful job shadowing experiences resulting in hiring by LMS.
- Greater awareness of gender perspectives and specific needs or obstacles faced by TCN women.
- Challenges faced in job shadowing selection, including transportation and limited availability of TCN women.

These findings demonstrate the positive impact of the capacity building workshops on both TCN women and LMS, providing valuable knowledge, skills, and opportunities for employment and integration.

8.4 WORKSHOP REFLECTION

Summary of Partners' Activities and Reflections in the Capacity Building Programme:

Challenges and Successes in LMS Workshops:

- Participants expressed satisfaction with the workshops, finding them instructive and valuable.
- Difficulty finding companies willing to participate in the project.
- LMS often have busy schedules and work commitments, which made it challenging to secure their participation and attendance in the workshops.
- Some companies showed interest in short job shadowing but not long-term mentoring or extensive workshop participation.
- Some LMS are skeptical about the value of capacity building workshops. Convincing them of the benefits and relevance of the workshops required time resources and effective communication.
- Low participation from labor market stakeholders due to negative perceptions of refugees, misinformation about their labor rights, and administrative complexities.





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- The outreach efforts of partner organizations and strong community and business connections contributed to successful participation.
- Companies and NGOs with little experience in working with TCN women were hesitant due to the unfamiliarity.
- LMS found the training materials useful and pledged to incorporate them into their traineeship programs.
- Participation led to increased awareness, understanding, and willingness to support the inclusion of TCN women in the workforce in general, but not in many cases into concrete next steps

Challenges and Highlights in TCN Upskilling Workshops:

- Difficulty finding TCN women with available time for workshops due to language courses, household responsibilities, and childcare.
- Language proficiency posed challenges for TCN women, making it difficult for them to fully participate and comprehend the workshop content.
- Initial skepticism from both TCN women and LMS about each other's skills and abilities. Group discussions and sharing of experiences were particularly beneficial.
- Empowerment and increased confidence among TCN women were major highlights, leading to continued connections and social activities.
- Learning: Women refugees prioritize finding paid jobs due to lack of governmental support for internships and limited opportunities for skill development.
- Workshops provide a platform for participants to exchange knowledge, experiences, and best practices. Learning from one another's perspectives and sharing success stories inspired and motivated.
- Workshops facilitated networking among participants and fostered connections and supporting each other.
- One of the significant highlights is witnessing the empowerment of TCN women who participate in the workshops. Partners observe TCN women gaining confidence, developing new skills, and feeling more equipped to navigate the labor market. This leads also to a higher satisfaction and motivation of project partners when they see those positive results from their work.

Lessons Learned and Future Improvements:

- Necessity for such activities to bridge the knowledge gap between migrants and employers/managers.
- TCN women may face stigma and discrimination based on their migration status, which can affect their confidence and motivation to actively engage in the workshops. Creating a safe and inclusive environment is crucial to address these challenges.
- Effort required to organize workshops, especially due to limited availability of participants.
- Desire to involve LMS who have previously worked with or employed TCN women.
- Consideration of icebreaker activities and online webinars for a more comfortable and accessible environment.





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- Difficulties in recruiting a large number of participants and ensuring their commitment to the program.
- Language support and translation services may be necessary.

Overall, the project partners encountered challenges in finding willing companies and engaging participants, but through adaptation, outreach efforts, and empowering workshops, they achieved positive outcomes and identified areas for future improvements.

8.5 WORKSHOP SUSTAINABILITY/ EXPLOITATION/ RECOMMENDATIONS

Summary of Project Partners' Input on Workshop Sustainability and Exploitation:

Sustainability of the Workshops:

- **Raising Awareness with Companies:** Partners suggest developing strategies and methods to work with companies and raise awareness about the workshops. They acknowledge the challenge of persuading companies to invest time and resources and recommend focusing on activities that incorporate diversity and employability to attract more companies.
- **Success of Activity-Attached Workshops:** Partners found that organizing workshops as activities attached to team-building events ensured the success of the workshops. This approach made the workshops more appealing and facilitated confidential contact between participants.
- **Limited Knowledge of Ongoing Contacts:** Partners indicate that they are not aware of the current level of contact between workshop participants. However, they have been in touch with some participants to explore new opportunities for women refugees.
- **Stakeholder Confirmation:** One stakeholder, 'Avansa,' confirms the success of the workshop approach and expresses interest in continuing similar activities in the future.
- **Recommendations for Improvement:** Partners suggest using interactive and engaging methods, incorporating translators or cultural mediators, and collecting immediate feedback after workshops to improve future workshops.
- **Establish long-term engagement with the workshop participants, both TCN women and LMS, by maintaining regular communication and providing continued support.** This could involve periodic check-ins, sharing relevant resources and job opportunities, and offering guidance or mentorship.
- **Create an alumni network specifically for workshop participants, where they can stay connected, share experiences, seek advice, and access ongoing professional development opportunities**

Exploitation of the Workshops:

- **Follow-Up Activities:** Partners recommend conducting telephone communication with participants, providing information about upcoming events, and staying in touch with both TCN women and LMS to ensure the sustainability of workshop results.





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- Recommendations for Public and National Policies: Partners propose various recommendations for public and national policies to support the integration of TCN women, such as developing a national integration plan, offering tailored language training programs, providing vocational training and job matching services, and combating discrimination.
- Collaborate with educational institutions, vocational training centers, and community organizations to integrate the workshop content into their existing programs.
- Explore opportunities to scale up and replicate the workshops in other regions or communities. This can involve sharing best practices, providing guidance to organizations or institutions interested in conducting similar workshops, and fostering knowledge exchange among different stakeholders.
- Develop comprehensive reports, case studies, or white papers highlighting the outcomes, success stories, and lessons learned from the workshops. Disseminate these materials widely to relevant stakeholders, including policymakers, government agencies, NGOs, and employers.
- Customize the workshops to specific industries or sectors that have a demand for diverse talent of TCN women.
- Ongoing Contact and Cooperation: Partners maintain regular contact with TCN women involved in their organization's activities and have plans for further cooperation. They are also in touch with LMS to explore potential collaboration.
- Employment Opportunities: Some TCN women have found employment or engaged in occasional part-time jobs as a result of the workshops.
- Networking and Collaboration: After job shadowing experiences, some LMS remain in contact with TCN women for future internship and other opportunities.
- Share the success stories, best practices, and lessons learned from the workshops through publications, on conferences and events. By showcasing the positive outcomes and impact of the workshops, partners can attract the attention of policymakers, potential funders, or organizations interested in similar initiatives.
- External Evaluation and System Review: Contact information of participants has been provided for external evaluation. Partners recommend reviewing the general reception system to enhance collaboration between NGOs working with migrants and local realities.

In summary, sustainability of the workshops focuses on raising awareness, success of the activity-attached approach, and maintaining contact with participants. Exploitation of the workshops involves follow-up activities, recommendations for policies, ongoing contact and cooperation, employment opportunities, networking, and external evaluation/system review.

