

This document is based on the best practices visits , seminars and interviews carried out along 2011-2013 added of additional information extract from research undertaken by partnership in other EU projects. Integraction Partnership July 2013.

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**INTEGRACTION**

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# INTEGRACTION PROJECT

**2011-1-ES1-LEO04-35474, INTEGRACTION - FOSTERING SOCIAL LABOR INTEGRATION IN EUROPE**

INTEGRACTION project aimed to get in touch locally with successful experiences and initiatives on social labour integration of migrant population in order to build together initiatives in this realm at European Level. For this purpose the partnership organized a seminar in each meeting, with local organizations and their beneficiaries to see programs & solutions adopted with regards the 4 axis of the project:

• Training and Mentoring for Staff working with migrant people

• Programs & innovative approaches for labour and social integration of migrant people

• Training Materials & programs for labour and social integration of migrant people

• Globalization & Crisis – Effects on migrant population and initiatives to face social exclusion

Partnership built a Web area using facebook. This area has been used for communication and dissemination of project activities. In each event the host country organized project meeting and a seminar with organizations that have experiences in the main axis to exchange experiences ¨in loco¨. Partners recorded videos and notes about these visits which were uploaded on the facebook area to be shared with the community. Project link

# Migrants in the European labour market[[1]](#footnote-1)

## The role and behaviour of migrants in the labour market

The movements of human populations have been vital [throughout](http://dict.pl/dict?word=throughout&lang=EN) history; and currently the extent of global migration is massive. Migrants account for about 214 million people worldwide and make up 3.1% of the planet’s human population. Almost 10% of this migrant population lives in Europe. These migrants represent different countries of origin and for economic purposes are divided into European and non-European nationals. Net migration in Europe contributes greatly to population change. However, over recent years, a significant shift in destination countries has been observed compared to previous decades (Eurostat, 2009), most notably following the accession of new member states to the EU.

Migrants are considered a vital element of population growth. They fill in workforce gaps and can therefore be regarded as representing social and economic growth factors. According to Ban Ki-moon, current Secretary-General of the United Nations, humanity is entering the age of mobility, as people cross borders in many different directions looking for a better life. As a consequence, migrants accelerate progress throughout the developing world, as “they have the potential to chip away at the vast inequalities that characterise our times” (Keeley, 2009). Moreover, the demand for migrants is likely to increase as developed countries find that they need their qualifications and expertise in many fields (OECD, 2007). It is recognised that both developing and developed countries currently make use of migrants’ skills to fill the gap in their labour force (Keeley, 2009). And, as migrants arrive from countries with different cultural backgrounds, they introduce diversity into the culture of the host country, and bring substantial economic and cultural benefits as they achieve success on the labour market and develop relationships with local communities (Spencer, 2003). All of which means that fitting the migrants into national economic systems is or should be a great concern of governments.

Opponents of migration often emphasise that migrants compete with local workers on the labour market, especially in sectors in which domestic employees can be easily replaced by foreigners; and argue that migrant workers increase the risk and rate of unemployment among local communities. However, European experience demonstrates that restrictions on the labour market do not result in reduced immigration, but instead in unemployment, labour shortages and a low level of participation in the labour market (OECD, 2009), with all the undesirable social consequences which follow. Even in countries with high unemployment rates, gaps in the labour market continue to exist in both low-skilled and high-skilled work (OECD, 2009). Immigration may also have a positive impact on domestic social security systems, with young people of working age able to contribute to the national pension funds of countries with ageing populations and falling birth rates.

New migration flows can create even deeper differentiation between migrant groups. Compared to other migrant workers in Western European countries, people from East Europe and non-European countries are over-represented in low-skilled jobs in such sectors as agriculture, construction, retail trade etc. (EMN, 2006), and are generally employed in the lowest social and occupational categories, regardless of their legal status (Katseli, 2004). Despite the high rate of unemployment of women, household and domestic services also account for a large share of the employment of newcomers (Spencer, 2003). Other sectors in which immigrants are willingly employed are the construction industry, tourism, and wholesale and retail trade. Low-skilled migrants, then, are usually employed to perform seasonal, short-term and ‘atypical’ work (Spencer, 2003).

Although it is true that many low-skilled individuals leave their countries to find new opportunities, it is also the case that the number of highly-skilled, well-educated young people who do so becomes more and more significant (OECD, 2009). This group of immigrants, still underrated, is nevertheless appreciated in some sectors of the labour market – unsurprisingly, since the process of educating and training citizens for skilled work is long and resource-consuming (Katseli, 2004). Nowadays a migration of highly-qualified people is becoming a natural part of economic and social processes and as such is more often perceived as a strength of highly-developed countries (Kaczmarczyk, Tyrowicz, 2008a).

People move to European countries for many different reasons. Most frequently they are looking for better employment and a better standard of living, hoping to be able to earn more money than in their country of origin. However, other reasons for economic migration have also been identified. These include:

* raising funds needed for the implementation of their own plans;
* improving professional skills;
* improving language skills;
* satisfying their own aspirations and career ambitions;
* learning about the culture of the host country.

Regardless of the reason, the motives and channels of migration impact on the behaviour of migrants in the labour market. To obtain employment (more or less satisfying) they follow various strategies (as acknowledged in prior studies of Carby-Hall, 2008):

* ‘nothing to lose’ strategy – migrants decide to move without a specific job offer, accepting the possibility of success or failure in the labour market;
* ‘coming with’ strategy – people assisted by family or friends, often looking for employment through personal networks of these family members or friends (sometimes deciding to migrate after obtaining information about job vacancies); because of relatives living in country of migration they can stay longer without employment;
* ‘recruitment migration’ strategy – migrants decide to migrate after completing a contract with an employer, as a result of a direct contact, recruitment through a specialised employment agency or recruitment with a larger group (usually temporary employment); often stay in the host country after completing or leaving the initial job.

Nevertheless, the position of immigrants in the labour market is affected by cultural differences, which are not only the source of discrimination but which impact on successful job searching and workplace perception as well. Some migrants feel that they do not fit into the culture of their host country. They are not familiar with work culture and topics of informal conversation in the workplace, and this makes them feel like outsiders. Cultural differences may also be a source of misunderstandings. These may include (Cultural and Language Barriers... , 2002):

* Social roles and social positions – a social structure and social stratification that exists and is understood and acceptable in one country may cause problems in another. Immigrants from countries where women are subordinate to men may have problems adapting to Western norms and customs. For example, men may have problems adapting to working with women as their equals or superiors.
* Personal space – people from different cultures may have different comfort zones, e.g. Germans and Japanese prefer to occupy larger personal spaces, while Arabs tend to stand close to each other.
* Body language – the same gestures may have different interpretations in different countries. For instance, Americans tend to maintain eye contact and lack of it can be interpreted as being evasive, while in Latin and Asian countries avoidance of eye contact is a sign of respect.
* Religion – people from different cultural backgrounds may have different religions and customs that are difficult for native nationals to understand. Immigrants may observe religious holidays on which work is not permitted, or certain customs should be followed.
* Personal appearance – hygiene, diet habits or clothing may vary for different cultures. Certain items of clothing, such as headscarves, can be a part of custom or belief which may be seen as unsafe or inappropriate by employers.

Often migrants in host countries live in closely knit communities and make up hermetic social groups. Access by outsiders is limited and requires trust. Therefore, the process of assimilation of migrants with local communities is usually achieved by migrants themselves, who are already residents in the host country. It is at least a two-steps process, which means its quite long-term nature (Cultural and Language Barriers... , 2002).

As a result, migrants are often employed in positions which do not fit their competences. It is accepted that 34% of migrants are overqualified [for the posts in which they are employed], while the same is true for only 19% of native nationals (Migrants in Europe, 2011). Migrants may be willing to undertake- work which does not make use of many of their skills, but for the host country this represents a misuse of qualifications and skills which could be utilised to achieve more significant economic growth. The problem of unemployment or of overqualified under-employment is thereafter deepening because of many of the barriers migrants face in the labour market.

## Disadvantages and success factors of migrants in the labour market

In all host countries migrants face some disadvantages in the labour market compared to native nationals. As highlighted in Organisation for Economic Co-operation and Development (OECD) studies, immigrants arriving now in countries within the OECD generally have a higher level of education than in previous generations. However many low-skilled immigrants still choose to look for a better life and better employment in these countries (OECD, 2009). According to statistical analysis, even if the level of education of immigrants is equal to that of someone native-born, there still exists a 60% gap in employment (Keeley, 2009). So other factors, not simply a low level of qualifications, must be preventing immigrants from entering the labour force. In fact, even highly-qualified migrants find it difficult to get high-status jobs.

Several studies confirm that immigrants face serious barriers in the process of acquiring employment which is appropriate to their education level (Hakak *et. al.*, 2010, Constant *et. al.*, 2009). A study conducted by Hakak *et. al.* examining perceived barriers to finding a good job by immigrant professionals from Latin America revealed that **networks, language, cultural differences** and **subtle discrimination** are the most significant barriers. The importance of these barriers in the European countries among other migrant groups has been confirmed in later studies (Niedzielski, Gracz, Łobacz, 2010). Structural rigidities, such as the **lack of interregional geographic mobility** aggravated by linguistic barriers, **limitations** giving access to specific professions only to local communities, **mismatches between existing skills and those in high demand**, as well as **cultural and socio-economic barriers**, significantly contribute to labour market imbalances (OECD, 2009). Furthermore, many immigrants face disadvantages in such areas as legal rights, access to education, criminal justice, health, living conditions, and civic participation (Spencer, 2003).

In a study (the IZA Expert Opinion Survey) conducted among expert stakeholders from EU Member States in 2007, several barriers were mentioned as being obstacles to economic integration. The most common were: insufficient command of a local **language**, **inadequate education**, **lack of knowledge about employment opportunities**, as well as **internal barriers** (such as social, cultural, religious norms) and **institutional barriers** (citizenship, other legal restrictions). However, **discrimination** was pinpointed as the most serious barrier (Constant *et. al.*, 2009). Other barriers included regional under-development, **lack of legal documents**, **lack of confidence** to apply for jobs, **lack of recognition of foreign-earned education**, lack of willingness to work, **no experience in social context of a destination country**. Immigrants themselves indicated paid employment as the area in which they would like to see the greatest changes (Constant *et. al.*, 2009).

It is recognised that migrants face **discrimination** in the labour market for many reasons, but. mostly because of cultural issues which affect migrants’ behaviours. The experience of discrimination is an issue not only when applying for jobs, but also while working within a mostly native team. However, many barriers are also **embedded within the minds and expectations of migrants** themselves. For instance, they may be afraid of registration procedures within the host country; have limited language skills; and have a lack self-confidence and experience of working in different social context. Many migrants are also **unaware of labour market demand** in the host country they choose as a destination. So their qualifications, although high, may not match real market needs.

Overcoming these barriers improves the probability of finding a job. Within this study migrants have identified several factors which can determine success in the labour market, broken down into the following groups:

* Experience of the relevant labour market;
* Competences appropriate to current labour market requirements;
* Country of origin (EU, non-EU);
* Social capital within the host country;
* Knowledge of labour market principles;
* Knowledge of labour market opportunities.

**Experience of the labour market in the host country**, whatever that experience might be, provides migrants with knowledge about social context within new work environments. Migrants learn from experience and change their behaviours appropriately to local labour market requirements. At the same time, the fact that a particular migrant who applies for a job has prior experience provides a potential employer with reassurance that the applicant is familiar with local culture and norms. As a result, his or her competences are more likely to be properly considered. **Competences** in turn **have to address the local labour market demand**. Skills equivalence and recognition may be a problem here, especially when people come from countries with very different education systems, human development policies, industrial standards, etc.). A lot of employers do not trust qualifications or diplomas earned abroad. They may doubt whether the qualification is authentic or consider it worth less than a locally recognised standard. Migrants need to be aware that their skills, however useful, may not exactly match requirements in the host country, and that for reasons of quality and professional accountability their skills may need to be evidenced and/or supplemented by specific qualifications.

**Country of origin** is also an important factor for migrants when looking for employment. Despite the opening up of the European labour market over recent years, some posts remain restricted to people having documented selected nationalities. This applies also to work permit legalisation procedures, which are generally easier for EU migrants. This problem may be partly overcome with the assistance of specialised agencies, however in some cases this can be time-consuming and lawful employment may be prohibited until regularisation can be resolved. **Social capital** in the host country – that is, who you know - is helpful in successfully navigating the process, and also as an aid to integration and a boost to the learning process as regards culture, local labour market rules and requirements. Finally, social networks (friends, family, social contacts) are very helpful in finding employment through direct contact with the employer.

**Awareness of labour market principles** in the host country incorporates many issues which are equally important for those applying for jobs and for employees. Among these there are very simple and technical issues like CV preparation, more complicated issues like navigating employment law and social security systems, and more subtle and sophisticated issues like behaviours in the workplace. Some of these may be easily learned during specialised courses, while some can be learned only by experience. Regardless of how the knowledge is acquired, it is nevertheless crucial. The awareness of labour market principles is very different from **knowledge of labour market opportunities**, which relates to an understanding of labour market needs. Learning about job market opportunities requires active searching for job opportunities (whether intended directly for migrants or not) through specialised agencies, family members or friends, other social networks, or direct contact with employers. It also requires some social skills and an assumed knowledge of labour market principles.

The more closely these conditions and success factors can be established, the greater the chances of securing meaningful employment. In practice, however, meeting all of these criteria is difficult, both because of inconsistencies in the wider labour market and because of internal mental barriers to success.

## Overcoming barriers in the labour market

Overcoming barriers migrants face in the labour market requires their active involvement as well as changes in attitude of local society. The latter depends on social systems as well as efforts devoted to the creation of positive images of migrants themselves. But most of all it requires the regulation of the legal status of migrating people.

Results of the study conducted show that many migrants avoid legalisation of their residence because of fear of presenting themselves to the authorities. Additionally they feel anxious about providing information about themselves (personal data), their financial status and position of their families. Discussions about their motives for migrating are perceived as especially embarrassing, since those motives are privately felt and sometimes shameful. Migrants who participated in the research often emphasised that they work illegally. Working in the “grey market” seems to be quite common phenomenon especially among non-EU migrants. And without documented legal status, migrants may well have difficulties in accessing professional, well-paid employment.

Migrants’ experiences show that professional competence does not guarantee employment. As the number of migrants with university degrees grows within the European Union, especially in more developed countries, the ability to be competitive in the job market becomes an important issue. This means that communication skills, social competences and cultural issues become more and more important. Additionally the initial competences have to be contextualised in line with the requirements and beliefs of labour market agents in the destination country. This often means a need to take part in specialised training programmemes. Sometimes it also results in temporary or permanent employment at a grade below that of a migrant’s qualifications. Therefore the socialisation process seems also to be crucial. These and similar problems have been confirmed in other studies (Taguma *et. al*., 2009).

Migrants have to be aware of problems that might arise and how to overcome them, but sometimes their efforts also require the support of people from local communities, who live within the context and understand it well. IAG services for migrants may well answer their problems, if provided properly. Although migrants declare very limited use of these services, they do acknowledge some of them as being very helpful in overcoming social and economic barriers, especially when they are individualised and responsive to specific needs. The study shows that migrants’ problems and support needs are very similar in all countries under consideration. This is confirmed by their evaluation of IAG services and their impact. Therefore effective practices according to migrants from all analysed countries in relation to success factors in the labour market have been combined and presented in Table 1.

## Mismatch and adjustments of IAG practices to the labour market needs

IAG providers’ services should be designed in a way which is able to respond to the needs of migrants in terms of their success in the labour market in the host country. As presented in Table 4, success factors identified in the first part of this report correspond with IAG practices identified in the second part. Although support systems for migrants in the labour market seem might seem comprehensive, some improvements in IAG services could nevertheless increase their effectiveness. It is apparent that advisers themselves are actively looking for different ways of addressing the differentiated and individualised needs of migrants.

Table 4. IAG practices in relation to success factors in the labour market

|  |  |
| --- | --- |
| SUCCESS FACTORS | IAG PRACTICES |
| Experience of the labour market they wish to enter | Creating opportunities to gain experience |
| Competences adequate for labour market requirements | Competences / skills development |
| Country of origin (EU, non-EU) | Supporting legalisation procedure within host country |
| Social capital within the host country | Supporting integration within local communities |
| Knowledge of labour market principles | Information provision about local labour market, legal and organisational issues, job advice |
| Knowledge of labour market opportunities | Collection and provision of information about vacancies |

Source: Research results

In all the countries researched, **creating opportunities to gain experience** is based mostly on provision of access to vocational training. However, in contradiction to training programmes, systems based more on gaining practical on-the-job experience (as for instance in the UK) seem to be more effective. Volunteering is therefore an effective solution from the support system’s point of view, as it allows integration of migrants at minimal cost for the local community, encouraging a better and multidimensional understanding, and incorporating both professional requirements and social issues. We recommend that **guidelines related to the promotion and support of volunteering** should be made more accessible within IAG practice, as many advisers are inexperienced in this field. Accordingly recommendations related to materials (guidelines, toolkits, brochures) for migrants and potential employers in this field should be based on the experiences of countries with better established migration support. Bilateral networking between advisers and local employers as well as advisers and labour market experts (parties contributing necessary expertise regarding employment and personal development of migrants) and networking within migrant communities seems to be an important tool when supporting gaining experience through volunteering by migrants.It is particularly important to combine proven communication techniques with modern interactive tools.

**Competences / skills development** is a very important part of IAG services, as migrants have to demonstrate skills which are recognised and required in the labour market of the host country. Training provision is very broad and depends to a large extent on the current labour market conditions in a particular country; however transfer of some good practices between countries and organisations could affect some improvements. Training is related to the development of both professional qualifications and soft skills. However, due to labour market dynamics and frequent changes in training provision, materials describing training opportunities are limited in number. There is also limited exchange of information between agencies providing these kinds of services. Migrants themselves, meanwhile, would like to see more consolidated support services, especially in relation to training information provision. Therefore **guidelines related to building effective information systems about different training opportunities, as well as how advisers can acquire information from different sources,** would help in improving this type of service. A more dynamic response to labour market need is required, which could be achieved through stronger connections with employers, policy makers and market analysts. Migrants complain that they are often asked to undertake training which does not correspond to their learned profession and as a consequence does not enhance their competiveness on the labour market. They would appreciate more individualised advice on competence development. **Descriptions of good practice related to tailor-made training path advice** could help to overcome this problem.

**Support of the legalisation procedure** for migrants is at the heart of IAG services. Although this issue is common to all countries and a lot of material supporting this area of work is readily available for migrants in many different languages, there is still room for improvement - particularly in terms of the time required to prepare documentation. Migrants often ask for help to make this process simpler, especially when they have to stay in the host country waiting for a work permit. Efficient support by IAG advisers can help, and it is invaluable for migrants if they can fill in all documents during one meeting instead of looking for many different offices. The support of an adviser can also make them feel less anxious while dealing with a complex legal process, especially when they are not familiar with the language or culture (which relates to legal regulations) of the host country. For that reason a **benchmarking of good practice in the field of legalisation procedure advice** **would be helpful**.

**Supporting integration within local communities** is not a service that IAG advisers routinely provide,although it may be provided informally. But migrants benefit a lot from close connections with community members within host countries, regardless if they are native-born or migrants. IAG advisers in some countries are actively involved in the creation of migrant networks, for instance they organise meetings with migrants who have already achieved success in the host country, create web-based forums, etc. Such meetings provide an opportunity to exchange experiences of successful job searching, as well as knowledge about the habits of the host country. Through this kind of activity advisers become a part of community and gain trust. So we recommend the **development of good practice in this area,** based on e.g. the UK model. Because there are so many different communication opportunities, a combination **of various forms of communication and modern techniques** seems to be of great importance in this process.

**Information provision about the local labour market and about legal and organisational issues** is a crucial source of knowledge about labour market principles. This knowledge is required not only to get the desired job but also to keep it. Although much effort is devoted to supporting the acquisition of this knowledge, including direct services and materials available in many different forms, these are not always as effective as they might be. In particular it is felt that job advice must be geared more **adequately to individual needs**, and not be generic, as is the case in many countries. Advisers chould **use reports regarding labour market forecasts**, enabling them to provide better and more up-to-date advice, to **interpret available information, and to transform it into a language and format which is understandable for migrants**. **Co-operation with IAG experts, trainers and consultants** is a valuable source of timely and reliable information about the labour market. Additionally more **interactive forms of communication** are required for a better understanding of labour market issues from the point of view of a particular migrant. Courses in entrepreneurship are an important part of services for migrants looking for employment in all countries under consideration.

**The collection and provision of information about vacancies** should address the need to gain knowledge about labour market opportunities. In many countries, however, the knowledge acquired by migrants is perceived as insufficient. Migrants complain about receiving job offers much worse than expected. Therefore it is suggested that **better communication** between adviser and migrant could better address and influence migrant expectations. The **use of new technologies** might help improve this area of practice. Common databases containing information about vacancies in nearby areas can be effective in providing more tailor-made employment offers. S**ocial networks** are also very important sources of information about vacancies, and enhancing social connections may speed up both finding a job and adaptating to a new environment.

Support systems for migrants in the labour market are adequate to the needs of migrants, but require several improvements. Because of the dynamic structure of the labour market, a common policy against unemployment and illegal migration at the European level is needed. This is a difficult challenge, because of inconsistencies between the laws and regulations in each member state. Therefore an effective system of information exchange between IAG providers in different European countries, which allows sharing good practices with others, would seem to be of great value at this stage. Effective support for migrants in the labour market depends primarily on IAG providers and their competences. Essential for the effectiveness of the support system for migrants is the continuous improvement of advisers’ skills and exchange of experience with partners from other countries. Additionally it is important to search for and implement innovative solutions in consulting and training, based on new technologies and software solutions, which could support understanding of content.

**Quality recommendations proposed at the European level**, such as:

* Quality recommendations **related to vocational education and training** (related to European Quality Assurance Reference Framework for Vocational Education and Training ([http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?  
  uri=OJ:C:2009:155:0001:0010:EN:PDF](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2009:155:0001:0010:EN:PDF))):
  + The *European Qualifications Framework* (EQF) which aims at making national qualifications more readable across Europe, promoting workers’ and learners’ mobility between countries and facilitating their lifelong learning (<http://ec.europa.eu/education/lifelong-learning-policy/eqf_en.htm>);
  + The *European Credit system for Vocational Education and Training* (ECVET) which aims to facilitate the validation, recognition and accumulation of work-related skills and knowledge acquired during a stay in another country or in different situations ([http://ec.europa.eu/education/lifelong-learning-policy/ecvet\_en.  
    htm](http://ec.europa.eu/education/lifelong-learning-policy/ecvet_en.htm));
  + The *European Quality Assurance Reference Framework* (EQAVET) promoting continuous improvement of national systems of vocational education and training (<http://ec.europa.eu/education/lifelong-learning-policy/eqavet_en.htm>).
* Quality recommendations **related to the advice process**, including the evolving role of VET teachers and trainers based on European studies (e.g. <http://www.kslll.net/PeerLearningClusters/ClusterDetails.cfm?id=11>, [http://ec.europa.eu/  
  education/vocational-education/studies\_en.htm](http://ec.europa.eu/education/vocational-education/studies_en.htm)):
  + *The users' guide. Questions and answers* (<http://www.ecvet-team.eu/en/content/get-know-ecvet-better-questions-answers>);
  + *Fundamentals of a common quality assurance framework (CQAF) for VET in Europe* presenting work done on quality assurance in VET, thus fulfilling some relevant objectives of the Copenhagen process (<http://www.cedefop.europa.eu/EN/publications/12912.aspx>).
* Quality recommendations **related to training tools and manuals**, including advanced information and examples of good practices in quality assurance in the field of advisers’ activity:
  + The *Common Quality Assurance Framework* comprising a set of operational documents based on a list of criteria for QA in VET according to ISO 9001-2000 (<http://www.cqafvet.eu/>);
  + The *Quality Procedure Manual* incorporating 8 critical subprocesses of teaching and training (<http://project.kahosl.be/qpm/qualityManual.html>);
  + *Assuring Quality and Innovation in Learning in Europe and Beyond* (EFQUEL) aiming at sharing experiences on how e-Learning can be used to strengthen individual, organisational, local and regional development, digital and learning literacy, and promoting social cohesion and personal development (<http://efquel.org/>);
  + *Quality Assurance in LifeLong Learning with a Focus on Vocational Education and Training and Adult Education* (QALLL) aiming at improving the quality and efficiency of education and training (<http://www.qalll.eu/>).

# RECCOMENDATIONS OF INTEGRACTION PARTNERSHIP

**The following recommendations are based on the best practices visits , seminars and intreviews carry out along 2011-2013**

1. Integraction visits/ seminars hardly found specific training and mentoring for staff working with migrants. Except for the big organizations, most of NGO´s does not have special training plans oriented to prepare their staff to work with this target group. Most of them rely on the experience of their human capital who is highly skilled based on years of working in this area. New ones learn from their colleagues. It is recommended to develop regular internal training to update and to bring new ideas and skills staff.
2. All organizations visited presented excellent and successful programs some running for a considerable number of years. Even so we couldn´t identify any that could work the migration process at the country of origin. Migration project at the origin is hardly planned in detailed and frequently is based in many expectations ( no rarely unreal) and sterotypes ideas about the life destination at the destination country. This fact brings about a lot of frustrations and sometimes very difficult situations for the migrant in his/her first years in EU effecting directly on migrants integration. It would be highly recommended to build projects that in some way work the migration project at the origin profiting in this process from the migrant human capital already living in EU and from their experiences.
3. Despite all excellent programs running throughout EU related to migrants integration stereotypes in relation migrants still prevails among the societies. General public hardly have good information about the needs of EU of migrant workforce and their contribution for the wealth and growth of the territory. At the same time as migration increased greatly in the last years in EU, throughout the society professionals outside the social service area ( health services, schools, public services, private companies) are not trained or oriented on how to deal with a migrant person. To facilitated integration, it is necessary materials and training oriented to professionals of all areas in this regard in the same way one may find in countries that traditionally have received migrant people like Australia, Canada, USA and UK. It is recommended to search deeply experiences in this areas in these countries that could be replicated in EU.
4. Volunteers  can be a support to an organisation when there is not enough funding for certain activities. Do develop your system of involving volunteers into your activities. Do offer them concrete positions and jobs.
5. Inspiration from other organisations working in the same field is crucial. The European context of our work differs but the approaches and methods of counselling, support and individual help to client can be very inspiring. Also this brings a great opportunity for networking.
6. In case of providing courses preparing migrants for work the best strategy is to be in close contact with employers in the region, know their needs and adapt the provided courses accordingly.

1. The followiing text is an extract of the study carried out by the University of Szwecin inside the framework of the EU Project EMAT. Integraction partners also took part of this study which reflects the basis of the partnership work. La migración en el mercado laboral de países europeos: contexto legal y apoyo organizativo. EMAT Project.www.emat.eu [↑](#footnote-ref-1)