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## **A list of success factors for setting up and implementing training and accompanying devices for the integration of migrants and refugees**

- The device created or used to support migrants / refugees aims at **the acquisition of a job** and has **the development of a project and professional skills as a red thread**, whatever the level of skills and experience acquired by the beneficiaries recruited and accompanied.

- The system aims at **global support** and is based on the fact that 1) the mastery of the host country's language, 2) social and cultural integration and 2) the professional development of the beneficiaries are **learning processes that interact with and reinforce each other**.

- The system is based on a **knowledge of the territory and an anchoring in the local environment**

- . it starts from **local demands / needs** in terms of employment,
- . it is planned and implemented **in relation with local actors and institutions**
- . it is anchored in **local culture and history**.

- The device promotes **practice** as a learning mode:

- . **practice of language** (speaking, hearing and listening in a variety of situations)
- . **practice of meetings and exchanges** (with various people from the local environment)
- . **various production activities and professional situations**

Every moment and practical situation offers **learning opportunities on all three levels** that managers and operational coaches are committed to identifying / creating / using in order to strengthen the respective learning processes.

- The device relies upon the establishment of a **network of qualified partners**:

- . The targeting and recruitment of motivated beneficiaries relies on **associative partners or institutions** specialised in the reception and first support of new arrivals, who can **guide beneficiaries** toward the device or **permit the contact** with potential beneficiaries in order to inform them.
- . The accompaniment program is based on a **network of qualified actors who together provide all the necessary skills for a global support**.
- . The system relies on a **network of professionals** from various businesses and institutions and **involves them very concretely** in the accompaniment by making them **play different roles** (trainers, mediator of professional networks, sponsor / role model, contributors to practical activities / professional practice, ...).

- The management develops and maintains **functional partnerships at the organizational level**.

- . The partners have (or the management promotes the development of) a common

- acquaintance on the situation of the young refugees / migrants and their problems.
- . The partners have (or the management promotes the development of) a **mutual knowledge of their respective competences** and a **clear sharing of their roles** in situations of joint intervention or support.
- The accompaniment is **both collective and individual**:
    - . A period of collective activities at the beginning of the device allows the constitution of **group dynamic, solidarity and mutual assistance** among beneficiaries - particularly important for refugees / migrants who are more often isolated and deprived of external support. It allows the accompanying teams to know better the specificities, the strengths and the difficulties of the beneficiaries in different situations.
    - . Collective activities create more **opportunities for involving external partners** in the accompaniment of beneficiaries and **of exchange of experiences** between beneficiaries all over the path.
  - The individual accompaniment is **intensive** and as much as possible **joint with the partners**:
    - . This allows the referent to **be responsive** to each critical event during the path.
    - . This **reassures professional partners / companies** offering internship / dips / employment / training.
  - The accompaniment strengthens/relays on **motivation and respect for social codes** and it aims **at the autonomy** of the beneficiaries
  - The accompanying team (internal and external) is **available and reactive**
    - . The journey of the young refugees / immigrants is particularly vulnerable (administrative complexity, increased probability of harmful, suspicious and even hostile elements in the environment, etc.) and it calls for **greater vigilance and responsiveness** to secure the path
  - The device operates a "**continuous targeting**" of the beneficiaries with returns and adaptations i.e. it is based on **an adaptive accompanying methodology**.
  - The organisation responsible for the device **optimizes the internal and external (professional and voluntary) accompaniment resources**
  - The management **communicates** on the device to the actors of the territory - companies, NGOs, institutions (including financiers)
    - . It uses **tools and methods adapted to the interlocutors** to inform on / explain the device and its objectives when targeting / recruiting beneficiaries
    - . It communicates on **the results**