



AJUNTAMENT D'ASCÓ (Ribera d'Ebre)

PLEC DE PRESCRIPCIONS TÈCNIQUES DEL SERVEI ESTUDI BASELINE PER AL PROJECTE SOCIAL MILESTONE AL MARC DEL PROGRAMA INTERREG EUROPE

Expedient: 100/2024

Primer. Dades identificatives de l'estudi a realitzar.

Objectiu: Cooperació Territorial Europea

Programa: INTERREG - EUROPE

Nom del Projecte: Migrants' Integration in Local Economies

Acrònim: MILEstone

Codi d'identificació: 01C0070

Termini de durada de l'estudi: 01 de Març 24 fins 31 de Maig-24

Data d'acord entre Autoritat de gestió i beneficiari principal 02/11/2020

- Beneficiari principal: District of Burgenlandkreis, Germany
- Beneficiari que sol·licita la designació de controlador: District of Burgenlandkreis, Germany
- Pressupost total del beneficiari: 154.560,00€.
- Finançament del pressupost del beneficiari: 123.648,00€.
- Taxa de cofinançament: 80%

Els projectes europeus finançats per la Unió Europea requereixen de diverses actuacions de estudi i anàlisi de cada un dels partners associats, al projecte MILEstone, el *Baseline Study* es l'eina bàsica que indica la situació inicial de la situació municipal així com accions a desenvolupar durant la durada del projecte, la guia d'elaboració del *Baseline Study* ha sigut desenvolupada pel membre científic **Leibniz Institute for Regional Geography (IfL)**.

2. Objecte del contracte

L'objecte d'aquest contracte és la realització del "*Baseline Study*" Seguint la metodologia adjunta a l'Annex 1 com a part de la participació de l'ajuntament d'Ascó, d'ara endavant (PP05), al projecte europeu MILEstone dins el marc de INTERREG EUROPE amb codi 01C0070.

El programa Interreg Europe ha aprovat el projecte MILEstone - 01C0070 presentat en el marc de la convocatòria del programa i en el que PP05 Ajuntament d'Ascó participa com a soci.

Roger Bargalló Marcos (1 de 1)
Àrea de promoció econòmica
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La descripció del projecte basa les actuacions a desenvolupar durant la durada de MILEstone amb el “Baseline Study” inicial. Degut a les característiques del municipi, la falta de personal especialitzat i que no te sentit des de una perspectiva econòmica contractar personal per dur a terme una contractació per una causa temporal com aquesta es procedeix a licitar l'elaboració de l'estudi.

Si be el projecte té una durada de 48 mesos (36 mesos de fase 1 central i 12 mesos addicionals de monitorització posterior de millora de les polítiques), el període per realitzar el “Baseline Study” serà del **01 de Març 24 fins 31 de Maig-24** a petició del *Lead Partner* de MILEstone s'haurà de presentar un primer esborrany per tal de remetre'l a **IfL** per revisions abans del **16 d'Abril de 2024**.

L'informe final s'haurà de presentar en Anglès i Català; l'esborrany de treball només serà necessari en Anglès.

3. Característiques tècniques del contracte

Per a l'execució del servei, cal dur a terme, almenys, les tasques següents:

1. Realització dels ajustaments metodològics necessaris relatius a la distribució mostral, garantint-ne la representativitat dels diferents grups segons el major o menor pes en cadascun dels sectors econòmics. La proposta cercarà possibilitar al màxim la comparabilitat de les dades respecte als estudis anteriors existents i assegurar un nivell de màxima representativitat i fiabilitat per al conjunt del territori municipal. L'estudi mantindrà essencialment l'estructura i el contingut detallades a l'Anex I, si bé es detallaran, si n'hi hagués, les possibles preguntes a introduir en l'àmbit del ocupació i la formació per a l'autoocupació que, com s'indica en la temàtica del projecte MILEstone, serà objecte d'una especial atenció.

2. Realització d'una sèrie d'enquestes i jornades de caràcter presencial, no domiciliària, d'entre 20 i 30 minuts durada sobre la base d'un mínim de 120 enquestes/unitats d'anàlisi. Els criteris per identificar i delimitar l'univers de referència seran semblants als de l'edició anterior de l'estudi. L'empresa adjudicatària serà igualment responsable de la planificació, organització i control de qualitat de les tasques relacionades amb el treball de camp.

3. Aplicació de tècniques de recerca de caràcter qualitatiu que permetin contrastar la informació obtinguda a partir de la pròpia feina de camp. En aquest sentit, les empreses oferents inclouran a la seva proposta metodològica una aproximació qualitativa a la realitat objecte d'estudi amb la finalitat de conèixer amb més profunditat tant la percepció de la pròpia situació municipal com la problemàtica que subjau a aquesta, la incidència que aquesta percepció té en les vides de les persones que s'autoocupen, les possibilitats i els efectes tant positius com negatius d'aquesta percepció, i, en definitiva, les expectatives i necessitats de les persones immigrades, així com totes aquelles qüestions que contribueixin a enriquir qualitativament els resultats de l'estudi. L'anàlisi a fer haurà d'incidir en els diferents àmbits de focalització del projecte recollits a la metodologia adjunta (ocupació, educació, accés a habitatge, accés a béns i serveis, espais públics, etc.) i en variables explicatives de possibles diferències identificades, com sexe/gènere, edat, lloc de residència (propri municipi o als voltants), situació econòmica o altres factors concurrents que puguin conduir a una possible situació desfavorable. S'haurà d'oferir un mínim d'una entrevista en profunditat per a cadascun dels grups econòmics que s'identifiquin, i un mínim de tres entrevistes en profunditat a experts/es en aquest àmbit, com ara representants institucionals, tècnics d'entitats socials i investigadors/es de l'àmbit acadèmic que treballin qüestions relacionades amb la discriminació per raó de l'origen racial o ètnic, exclusió social immigració i/o gestió de la diversitat i interculturalitat, valorant-se les entrevistes addicionals tant a persones pertanyents





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als grups ètnics objecte d'estudi, com els/les experts/es esmentats (es facilitarà contacte amb representants dels serveis socials del consell comarcal i amb els representants dels participants a les jornades realitzades a Ascó el 28 i 29 de novembre de 2023), atenent-se a criteris d'idoneïtat, proporcionalitat amb respecte a la mostra, representativitat i diversitat de cada perfil per valorar-los.

En aquest sentit, i per tal d'assegurar la màxima informació possible i un contrast adequat de les dades, hauran de figurar entre el mínim de tres experts/es, a qui es realitzarà una entrevista a profunditat, un/a representant institucional pertanyent al consell comarcal de la Ribera d'Ebre o be un/a representant institucional pertanyent a l'administració autonòmica, un/a tècnic pertanyent a una entitat social o be un/a investigador/a de l'àmbit acadèmic. Així mateix, i atès que l'objecte de aquestes investigacions qualitatives és analitzar amb més profunditat les dades obtingudes, aquestes entrevistes s'hauran de fer una vegada realitzades les enquestes.

4. Realització de, almenys, un informe d'avenç una vegada s'hagi dut a terme aproximadament el 50% de les feines a realitzar, d'acord amb el cronograma establert per l'empresa adjudicatària, així com un informe final en què es presentaran els resultats, conclusions, propostes i recomanacions en relació a la discriminació i la seva percepció per part de les potencials víctimes, a partir de la comparació amb les dades obtingudes als estudis anteriors. En aquest sentit, es valorarà que els resultats finals de l'estudi es contrastin amb altres fonts, com ara estudis i enquestes realitzats a nivell europeu sobre aquest tema, o registres o informes nacionals amb dades relatives a les persones pertanyents als grups econòmics a estudi.

4. Legislació de regulació addicional

1. Les disposicions legals i el document següents constitueixen la base contractual d'aquest conveni de col·laboració i el marc legal per a l'execució del projecte [MILEstone]:

- El Reglament, els actes delegats i d'execució dels Fons Estructurals i d'Inversió Europeus per al període 2021-2027, tal com s'especifica a continuació;
- El Programa Interreg Europe aprovat per la Comissió Europea que estableix el programa (d'ara endavant, Programa Interreg Europe);

2. Les lleis i documents següents constitueixen el marc legal aplicable als drets i obligacions de les parts del contracte:

- Reglament (UE, Euratom) núm. 2018/1046 del Parlament Europeu i del Consell, de 18 de juliol de 2018, sobre les normes financeres aplicables al pressupost general de la Unió i pel qual es deroga el Reglament (CE, Euratom) núm. 966/2012 del Consell, conjuntament amb actes delegats o d'execució relacionats;
- El Reglament, els actes delegats i d'execució dels Fons Estructurals i d'Inversió Europeus per al període 2021-2027, especialment:

i) Reglament (UE) núm. 2021/1060 del Parlament Europeu i del Consell, de 24 de juny de 2021, pel qual s'estableixen disposicions comunes sobre el Fons Europeu de Desenvolupament Regional, el Fons Social Europeu Plus, el Fons de Cohesió, el Fons de Transició Justa i el Fons Europeu Marítim, Pesca i Aquicultura i normes financeres per a aquells i per al Fons d'asil, migració i integració, el Fons de seguretat interior i





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l'instrument de suport financer per a la gestió de fronteres i la política de visats, i pel qual es deroga el Reglament (CE) núm. 1303/2013 del Consell. , i qualsevol esmena;

ii) Reglament (UE) núm. 2021/1058 del Parlament Europeu i del Consell, de 24 de juny de 2021, sobre el Fons Europeu de Desenvolupament Regional i el Fons de Cohesió, i pel qual es deroga el Reglament (CE) núm. 1301/2013, i qualsevol modificació;

iii) Reglament (UE) núm. 2021/1059 del Parlament Europeu i del Consell, de 24 de juny de 2021, sobre disposicions específiques per a l'objectiu territorial europeu (Interreg) amb el suport del Fons Europeu de Desenvolupament Regional i instruments de finançament extern, i pel qual es deroga el Reglament (CE) núm. 1299/2013, i qualsevol modificació;

- Reglament (UE) 2016/679, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament de dades personals i a la lliure circulació d'aquestes dades, i per la qual es deroga la Directiva 95/46/CE (Reglament General de Protecció de Dades, GDPR).);

- Articles 107 i 108 del Tractat de Funcionament de la Unió Europea, Reglament (UE) núm. 1407/2013 de la Comissió sobre l'aplicació dels articles 107 i 108 del Tractat de Funcionament de la Unió Europea a les ajudes de minimis, Reglament (UE) 2021/1237, de 23 de juliol de 2021, pel qual es modifica el Reglament (UE) núm. 651/2014 pel qual es declaren determinades categories d'ajuts compatibles amb el mercat interior en aplicació dels articles 107 i 108 del Tractat; Actes delegats i d'execució, així com totes les decisions i resolucions aplicables en matèria d'ajuts estatals;

- Tota la resta de legislació de la UE i els principis subjacents aplicables a l'ajuntament d'Ascó com a participant al programa Interreg Europe, inclosa la legislació que estableix disposicions sobre competència i entrada als mercats, protecció del medi ambient i igualtat d'oportunitats entre homes i dones;

- Normes nacionals aplicables l'ajuntament d'Ascó com a membre beneficiari del programa Interreg Europe i les seves activitats;

- Dades del projecte, que inclouen, entre d'altres, la documentació més recent del projecte, com ara el formulari de sol·licitud i tota la informació del projecte disponible al sistema electrònic;

- el contracte de subvenció, al que s'ha adscrit l'ajuntament d'Ascó com a beneficiari del programa Interreg Europe;

- Tots els manuals, directrius i qualsevol altre document rellevant per a la implementació del projecte en la seva darrera versió, tal com es publica a la pàgina web del programa¹.

En cas de modificar les normes i documents legals esmentats, i qualsevol altre document o dada rellevant per a la relació contractual, s'aplicarà la versió més recent.

5. Identitat corporativa

El contractista, tant pel que fa a la relació amb entitats o persones, com amb la premsa o amb qualsevol altre mitjà de difusió, haurà de garantir el manteniment de la imatge corporativa que té l'Ajuntament d'Ascó a través de la web.

¹ <https://www.interregeurope.eu/>





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6. Annex 1



STEP-BY-STEP GUIDE TO BASELINE

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STEP-BY-STEP GUIDE TO BASELINE

The baseline study serves as the cornerstone of the project. Its overall aim is to assess the level of quality of the selected policies targeted at the labour market integration of non-EU nationals. Through this assessment we can create a realistic picture of the situation in your region and accordingly develop tailor-made revisions in order to tackle the main challenges you are facing. This will not only help us understand local particularities and pan-European similarities between each territory, but will also allow us to overcome differences more effectively and ensure comparability and knowledge transfer across all regions.

The purpose of this document is to guide you through the process of developing the baseline study for your region. The guide is divided into seven sections. Each section highlights what you have to keep in mind whilst doing the study and tasks you have to complete.

(1) The first section outlines the formal **requirements and regulations**, including timing and budget. (2) The second section highlights **data collection and management**, including the distribution of roles and responsibilities. (3) Section three will guide you through **information reporting and utilisation**, focusing on report dissemination and presentation of findings. (4) The fourth section requires you to give an overview of **background information** about your region. (5) Section five requires you to analyse your **local ecosystem**, consisting of your key stakeholders and the target audience. (6) The sixth section offers an overview of the **key areas** that we recommend you to study in an in-depth manner, nevertheless you can pick and choose topics that are most relevant for your policy or in case we have missed something out, feel free to include additional aspects. (7) The final section requires you to **reflect** on the process of completing the study and on lessons you have learned during this time. In case you have any questions, do not hesitate to contact the Advisory Partner of the project: Tim Leibert (t_leibert@leibniz-ifl.de) and Lucía Mrázová (l_mrazova@leibniz-ifl.de).



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1. Requirements and regulations

Task	Comments	Questions
A. Timing:	- A draft version of the study will be discussed at the partner meeting taking place during the second day of the Thematic Seminar in Ascó (29th of November 2023) - Please make sure to have the following chapters finalised up until this meeting: - Background information (see 4 for details) - Local ecosystem (see 5 for details) - You can adapt the guideline and topics listed to your specific needs and challenges. The questions in chapter 6 are not mandatory! - Please have at least a draft version of the SWOT analysis ready (see chapter 6 for details); the SWOT should be prepared in meetings with or written consultation of members of your own organisation, representatives of the target groups of the policy to	

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	be revised/developed and the external stakeholders - The final version should be ready by the 3rd semester (beginning of 2024) - Keep in mind key events such as public holidays or elections that might influence the process of completing the study and may lead to delays	
B. Geographic & demographic focus:	- Due to the differences in size of the regions, scope of policy and variety of target groups, each partner defines the geographic and demographic focus independently	Pàgina 9 de 27
C. Budget:	- The budget needs to be in line with the project regulations, therefore itemise the budget accordingly and consider the following aspects: 1. <u>Human resources</u>: including external advisors, capacity building, translation, data entry; 2. <u>Capital costs</u>: including equipment, travel, accommodation, computer software, printing, publication, dissemination.	Codi Validació: ACRCM1L6A573CCX99D57NW4TK Verificació: https://asco.eadn.instraco.cat/ Document signat electrònicament des de la plataforma esPublico Gestiona
2. Data collection and management		



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A. Scope of the study:	- Each partner should assess their capacities when choosing the scope of the baseline study- don't overstretch your time and resources - Streamline the baseline study according to the knowledge needs of your policy - Make sure to include an array of actors representing all relevant target groups in order to achieve sufficient representation	
B. Who will conduct the study:	- The study will be conducted by each partner independently, with the support of external advisors - Delegate tasks that are outside your scope to external advisors - The advisory partner is available for support and guidance and will provide feedback once all studies are finalised	
C. Roles and responsibilities	- Clarify roles and responsibilities, especially when working with external advisors - External advisors are there to support each partner in the process of carrying out the baseline study - Make sure external advisors have access to the data they need, especially if the data is in your organisation	

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	- Provide support to external advisors if needed (e.g. facilitating contacts) - There is a 'Lessons learned and reflection' chapter at the end of this document that is to be completed exclusively by you	
D. Appropriate data sources, collection tools and methods:	- The study should be 'deep and wide', therefore identify what data already exists and fill in the knowledge gaps - Discover new/alternative data sources and collect relevant data from other agencies - It is crucial to collect and use both 'soft' (i.e. qualitative) and 'hard' (i.e. quantitative) data - For support with quantitative data feel free to contact the Advisory Partner - Supplement your research through in-depth studies on specific topics which are in the sixth section of this document ('Key areas') - Use both (1) <u>primary data</u>: Surveys and questionnaires, interviews, observations, experiments, focus groups; and (2) <u>secondary data</u>: published resources, online databases, government and institutional records, publicly available data, past research studies.	Codi Validació: ACR0MTL6AS73CCX99D57NW4TK Verificació: https://asocoadministracio.cat/ Document signat electrònicament des de la plataforma esPublico Gestiona Pàgina 11 de 27



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E. Data disaggregation:	- If you are collecting your own data pay attention to the following aspects: gender (leave a blank option where participants can list their identity in their own words); age group; socioeconomic background (education, income, occupation); ethnicity (also leave blank); nationality.	
F. Data management:	- Make sure all data collected is carefully documented and stored - Take into consideration data format, organisation, availability, security, technology, and quality control - Please keep in mind that the data should be understandable for external usage since the Advisory Partner might need access to it for the book and further publications - Make sure to not put migrants in danger and be thoughtful with the ways you collect and distribute your data	
3. Information reporting and utilisation		
A. Written baseline report:	- Make sure that the study is well-structured, accessible and user-friendly, also for external use since it is the most important document for the peer reviews	

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	- Make sure to follow the project branding guidelines - Include an executive summary of the baseline study (1-2 pages long) - The final baseline studies are subject to an endorsement vote by the local stakeholder group - Partners will receive feedback on the baseline study from the Advisory Partner during the meeting in Asco and after the studies have been finalised	
B. Baseline report dissemination:	- Final studies are prepared for publication on the project website and through other communication channels of the project. The results of the final studies will also be used for the publication summarizing the learning of successful policy improvements to be prepared by the AP	
C. Presentation of findings:	- The findings will be presented locally in front of the stakeholder group and other interested parties - Make sure to not only inform the target audience about the results, but to meaningfully engage with them and listen to their responses and perspectives since it is a 'two-way' process - Think about specific strategies of presenting your results to make sure they reach a broader audience	

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	- Please give the audience the opportunity to discuss the findings and to give feedback on the results; please make sure to include this feedback in the final version of the baseline study - Keep in mind accessibility and take into consideration language and technical terminology (translations and easy-language)	
4. Background information		
A. Facts and figures about your region:	- Give an overview of the main facts and figures about your region (refer back to the Poster Walk from the Kick-off meeting in Zeitz) - Remember, this is only an overview, a more in-depth analysis follows in the sixth section - Include the following information: 1. Size of the region 2. Main industries and employers 3. Sectors in need of workers 4. Migrants in the region 5. Your policy	

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B. Background in relation MILEstone:	1. Why are you participating in MILEstone? 2. What are you trying to achieve in this project? 3. What kind of influence do you expect this project to have on your policy?	
5. The local ecosystem		
A. Key stakeholders:	- Consider primary stakeholders and key actors such as policy decision-makers, intermediaries and relevant external actors, incl. supporters and allies, groups representing the target group such as migrant-led initiatives, projects, socio-cultural centres and local religious groups - Start identifying, contacting stakeholders and hopefully 'winning' stakeholders before the Kick-off meeting in Zeitz - Develop a stakeholder group with the key actors - Create a visualisation of your stakeholder ecosystem - Organise a stakeholder workshop and together complete the SWOT analysis - Please upload the stakeholder visualisation and SWOT analysis on the cloud into the folder of your territory by the end of September 2023	Codi Validació: ACR0MTL6AS73CCX99D57NW4TK Verificació: https://asco.eadministracio.cat/ Document signat electrònicament des de la plataforma esPublico Gestiona Pàgina 18 de 27



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B. Target audience	- Identify the target group(s) affected by the policy and consider those who are more indirectly affected by it - A more in-depth analysis of the needs of the target group will be evolved on below	
6. Key areas to study in depth <i>This is not an extensive list nevertheless, you can find suggestions that we have collected during the Kick-off Meeting and throughout our desk research. Feel free to choose areas that are closest to your policy or include additional aspects that you find important. We recommend everyone to complete the first two areas, since they are crucial for the baseline study and for an effective policy change. For additional inspiration take a look at the 'tools, approaches, guides' section at the end of this document.</i>		
	Key points	Questions to consider
A. Your local ecosystem and its tools	In order to effectively work on and implement the planned revisions of your policy, it is necessary that you understand the ins and outs of your local ecosystem. The <i>stakeholder visualisation</i> should help you imagine the position and role of all stakeholders in relation to the policy- in particular who carries the decision-making power and who implements the policy. This is crucial in order to find out how much leverage you have over the policy and what falls outside your scope.	- What are the needs of the local stakeholders? - What are the greatest challenges they face and how do they tackle them? - What do local actors working with migrants need in order to be able to employ more migrants?



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	Moreover, it is also necessary to understand what cooperation and mechanisms are already in place which affect the lives of migrants, and which ones are missing. It is often the case that there are various associations in the region who are doing the same work, but don't know each other or are even in competition with each other. As a result, for an effective collaboration, it is necessary to not only understand one's own competencies and responsibilities, but also the ones of other stakeholders you are working with. In order to do so, include in your stakeholder visualisation the specialisation, roles and responsibilities of the stakeholders you are working with. This overview will help you understand the strengths and weaknesses of your local ecosystem. Moreover, get to know your stakeholders and find out what are their needs and greatest challenges they face in terms of employing non-EU nationals. This is important in order to create more realistic expectations on the side of the employers, but also for migrants.	- What are the requirements of employers for (future) migrants? - What forms of cooperation exist (e.g. NGOs, social workers, counselling centres)? - What mechanisms are in place that match migrants with employers according to their skills (e.g. mobility partnerships, agreements)? - What sectors are in need of workers? - Are there mechanisms in place tackling the mismatching of jobs and over-qualification?
Consider the following:	The topics above can be discussed during the stakeholder meetings, nevertheless you can also organise additional workshops in order to gain a more in-depth understanding of your local ecosystem.	
B. Every-day life of migrants -	The foreseen revisions of policies influencing labour market inclusion of non-EU nationals will have a strong impact on the lives	- What are the 'actual' needs of migrants?



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enabling access and providing support	of the target group. In order to effectively carry out the revisions and ensure a positive, long-lasting impact not only on the lives of migrants, but also on the local society, it is necessary to develop an awareness of the needs and the challenges migrants face on an everyday basis. This will not only influence the chances they have to enter the labour market, but also their future perspectives in the region. Access to the labour market may be restricted based on the migration status, administrative procedures and regulations, difficulties recognising foreign qualifications and skills, language barriers, intercultural differences and/or discriminatory practices (IOM 2022). As a result, qualified migrants can be underemployed, precariously employed or not employed at all, which affects migrants' access to skilled jobs, decent jobs and mobility within the labour market per se (ibid.). <i>Challenges in entering the workplace</i> It is first and foremost important to understand if the legal status of a migrant allows them to work, what will determine the steps they need to take in order to be able to enter the labour market. This includes, considering the laws and regulations around the	- What are their plans and future expectations? - Do they want to stay in the region? If yes, why? If not, what are they missing? - What are the barriers that keep them from entering the labour market? - What challenges are they facing when in work? - What challenges do they face when trying to advance in their career? - What mechanisms are in place which provide specific support for early recognition of academic qualifications? - To what extent are migrants informed about the possibilities their legal status enables them regarding access to the labour market? - Do labour policies follow an
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	recognition of degrees and certificates and associations that support migrants in this process. By creating greater transparency about this process, it is possible to set realistic expectations on the side of the migrants, but also of their (future) employers. This will save both sides from future disappointments and frustrations. <i>Challenges when in the workplace</i> As a next step, consider what challenges migrants face when they are in the workplace- this will influence if they will stay in the job and possibly advance in their career. It is often the case that migrants stay in low-paid positions and therefore it is crucial to consider the challenges they face when advancing in their career. Pay particular attention to more vulnerable groups such as migrants with disabilities, queer migrants, migrant women and unaccompanied minors since they face even more specific challenges that need to be approached with greater sensitivity and care.	integrated approach, considering not only employment but also the overall welfare of migrants (health care, psychological support, housing, education, social security)? - Is there a body that represents migrants in the administrative system and does it convey their needs?
Consider the following aspects:	Migrants are at the centre of this analysis, therefore it is important to speak to them. Translating documents into the language of the target group won't ensure their participation, you need to actively reach out and get to know them in order to find out all the above information. When reaching out, consider the following aspects: - Are there any migrant associations or socio-cultural centres active in the region?	

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	- Do you know a representative of the community? If yes, maybe they can help you to reach the target group Once you have a set group, you can organise a <i>workshop</i> to get to know your target group. - In terms of moderation, it is best if the workshop is led by someone with a migration background, since they not only better understand the challenges migrants face, but the target group will feel more comfortable expressing their needs and wishes - Don't forget to consider language barriers and offer interpreting for the workshop if needed, since discussions become more lively and effective if people can express themselves in the language they feel most comfortable in. - Remember that language is one of the barriers that needs to be overcome, but if someone has not overcome it yet, they cannot actively participate Output: Visualisation of a migrants' 'journey' - Develop a 'journey' of a migrant through the labour market and outline the challenges they encounter - Reflect on what solutions can be offered by the project and which ones go beyond the scope of the project - this will help you set boundaries and doable goals - A suggestion is to delegate this task to local migrant associations who can organise the workshop and communicate the results back to you
C. Education and life-long learning	Migrants arriving to your regions bring a life and experiences with them. Some have had less educational opportunities in their home countries, whilst others were well advanced in their careers before arriving. More often than not both groups end up in low-paid positions where they tend to stay over the course of their working - How accessible are educational opportunities for migrants? - To what extent is the target group aware of possibilities of career advancement? Are they actively

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	life. Unfulfilled potential often leads to frustration and forces people to move to urban areas with more opportunities and community. Education not only considerably raises one's quality of life, but also enables a more active participation in the local society. Therefore, it is not only necessary to enable migrants equal access to educational opportunities, but also take into consideration the challenges they face on the way. Moreover, together develop strategies in order to help them advance in their careers or open up their own businesses. In the first place, it is necessary to consider the possibilities of learning the local language, since without language migrants are not able to participate in the local society and carry out basic tasks. It directly supports professional development and personal wellbeing by helping migrants create and sustain social bonds with locals, get better career opportunities, participate in local social life and consequently develop a feeling of belonging. Language learning is already part of current integration practices, nevertheless, its key deficiency is that the majority of language courses rarely prepare migrants for the challenges they have to face on a daily basis (Arrival Regions Tool Box 2021).	encouraged to do so? - Is entrepreneurship encouraged through tailored business training and mentoring? - Does vocational educational training take into consideration the needs and specific circumstances of migrants (language, culture, access)? - Are there any language courses available for migrant workers? If yes, are they adapted to their needs (e.g. work schedule)? - What sectors do self-employed migrants mainly represent? - What skills and qualifications do they offer? - What skills do they wish to acquire? - Are migrants aware of their rights and responsibilities? - Do they know where to go in case their rights are violated?
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	Migrant workers may lack valid work permits, which can leave them vulnerable at work and can impact their eligibility to join trade unions, defend their rights, and their access to social protection and grievance mechanisms (IOM 2022). Therefore, under education we also understand learning about one's rights in order to avoid exploitation and ensure an equal access to opportunities for everyone. In order to ensure a successful match between migrants and their (future) employers it is necessary to take into consideration existing tools and mechanisms which map the occupations and skills that migrants bring and those that are missing in your region. This helps migrants to build on the knowledge they already have and it helps employers to find suitable workers.	- Are there protection measures granted against labour exploitation? - Do employers provide anti-discrimination and cross-cultural training? - Do employers provide support to those affected by discrimination in the workplace?
Consider the following:	The topic of education can equally be included in the workshop targeted at migrants discussed in the previous section, nevertheless, it should be complemented with a desk research studying the following aspects: Language learning - An overview of language courses offered to migrants - Accessibility - Topics covered - Feedback from participants Vocational trainings	



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	- An overview of vocational trainings offered - Accessibility - Challenges when in training - Experience in working with migrants and how challenges are tackled Self-employment/ entrepreneurship - Accessibility - Challenges faced - Areas represented by migrants - Skills needed in the region	
D. Local welcoming culture and political context	In order to increase the likelihood of migrants staying in the region it is necessary to understand the degree of openness of locals towards migrants and communicate the importance of migration for the survival of the local economy. Lacking participation of locals makes migrants' efforts to integrate ineffective and may lead to unfavourable effects such as the formation of parallel societies and social fractures. This endangers the level of social cohesion and makes it impossible to realise the socio-economic and demographic potential of migration. Therefore it is necessary to reflect on the role of stereotypes and prejudice, since it has a very strong influence on the quality of life of migrants (Arrival Regions Tool Box 2021) and the openness of the local	- What does the local society need to be able to better welcome migrants? - What are the greatest challenges they face? - How have they been tackled in the past? - Do local businesses put an emphasis on developing cultural awareness within their companies? - Are there any cross-cultural trainings offered for the local society?

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	society towards them. It needs to be noted that integration is a two-sided process and hence a 'change of mindset' is required on all sides. By local society we also refer to those working in the local administration, employers and the whole range of stakeholders working with migrants. As a result, we encourage you to also reflect on these topics within your stakeholder group. Only by developing a greater sensitivity and awareness it is possible to achieve sustainable change. In order to fully grasp the local welcoming culture it is crucial to understand the local political context, since it has a strong influence on the implementation and future of the project. Therefore, take into consideration if local elections are due and develop strategies in order to deal with a changing political environment.	
Consider the following:	Visualisation idea: develop a 'journey' of a local and consider the challenges they encounter when working with migrants and what solutions can be offered by the project and which ones go beyond the scope of it.	
7. Lessons learned & reflection		

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A. Lessons learned	After having completed the study we would like you to reflect on the process and the lessons you have learned. In order to do so consider the following questions (1-2 pages): - How do the results of the baseline study influence the revision of your policy? - Did you encounter any surprises during the process? - What were the challenges that you had to face and how did you tackle them?
B. Future outlook	- What concrete ideas came out of the baseline study that you can implement in the near future? - Are you planning any additional consultations with the target group?

baseline study checklist

Executive summary
Stakeholder visualisation
Background information
 Analysis of key areas
Lessons learned and reflection

TOOLS, APPROACHES and GUIDES

SpeedUP Good Practices Guide ([link](#))

Supporting specific target groups, such as young people, migrants or female entrepreneurs.



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SiforREF Social Innovation Guidelines (link)	Guidelines for policy-makers and practitioners for integration and inclusion of refugees.
Arrival Regions 'Tool Box and Policy Recommendations' (link)	Applied tools that can help stakeholders in rural regions to support the social and economic integration of migrants and create local welcoming cultures.
ILO/Lebanon Guidelines for non-formal market-based skills training (link)	Guidelines intended to support non-formal vocational training providers, with specific guidance on how to improve the market relevance and employment impact of their programmes.
REN Effective Partnerships (link)	A report on engaging employers to improve refugee employment in the UK.
Private Sector 4 Refugees Charter for Good Practice (link)	The Charter offers guidelines on how the private sector can facilitate refugee integration into host community economies, and how policymakers and practitioners can enable the private sector to play a stronger role in Economic Integration of Refugees



7. Annex 2

Cronograma

- Inici del període de l'estudi: 01 de Març de 2024
- Recepció del primer esborrany 16 d'Abril de 2024 (Requeriments: 1x versió en Anglès)
- Entrega final dels resultats de l'estudi 31 de Maig-24 (Requeriments: 1x versió en Català + 1x versió en Anglès).

