



BARÇA
FOUNDATION

STEP 4
YOUTH.



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Handbook: Best Practices on Sport for Social Inclusion and Employability for At-Risk Youth and Migrant and Refugee Youth in Europe





**BARÇA
FOUNDATION**

UEFA
FOUNDATION
for children

LEG A

PREFACE TO THE HANDBOOK

This handbook was collectively developed as part of the Erasmus+ Collaborative Partnerships project, Sport Towards Employment Possibilities for Youth migrants and refugees (STEP4Youth) including partners: Barça Foundation, Danish Refugee Council, Organization Earth, European Football for Development Network, and Cooperativa Prospettiva. The handbook comprises an extensive research and mapping exercise that the working group conducted on organisations, projects and methodologies throughout Europe that use sport in some way to promote social inclusion and employability among people at risk of social exclusion, including migrants and refugees. A total of 34 initiatives were identified and 21 of these were selected by the group as best practices according to criteria based on relevance and impact. The handbook presents the 21 best practices and then extracts the key employment mechanisms and activities of all initiatives to identify and better understand the specific inputs that contribute to effective employment and employability outcomes. This best practice mapping was undertaken to provide a strong foundation and learning for STEP4Youth partners to collaboratively work on a new sports-based methodology designed specifically to build employability competences and skills among unaccompanied youth minors in Europe.



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Grupa
484

Инклузија миграната у друштво
кроз спорт и игру

11. септембар 2018.
СПОРТСКИ ЦЕНТАР ФСС • СТАРА ПАЗОВА



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ERASMUS+ SPORT

STEP4Youth – Sport Towards Employment Possibilities for Youth migrants and refugees

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

This Handbook was conducted by a Consortium Group consisting of the following partners; Barça Foundation (Coordinator), Danish Refugee Council, Organization Earth, European Football for Development Network, and Cooperativa Prospettiva.



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INTRODUCTION

Migrant and refugee youth in Europe are often the most vulnerable population, often having lived traumatic situations, lost their social-family reference networks and whose education has been broken. Youth who are unaccompanied or separated from parents are especially vulnerable. Therefore, it is of utmost importance to prioritize their integration and inclusion into society on arrival into Europe. Youth migrants and refugees require access to opportunities and experiences that enable them to develop knowledge, skills and competencies and to play a full part in all aspects of society.

As described in the European Agenda on Migration, employment is a core part of the integration process; job attainment is fundamental to participating in the host country's economic and social life. Migrant and refugee youth are at an age where they are transitioning into adulthood. Beyond social and educational support, they require the information, skills and networks that help prepare them to enter adulthood and indeed the workforce. Integration into the labour market is crucial for migrant and refugee youth because it enables them to become self-reliant, utilize their skills and knowledge, practice their language skills, build up social contacts and become aware of cultural norms and traditions in their host society.

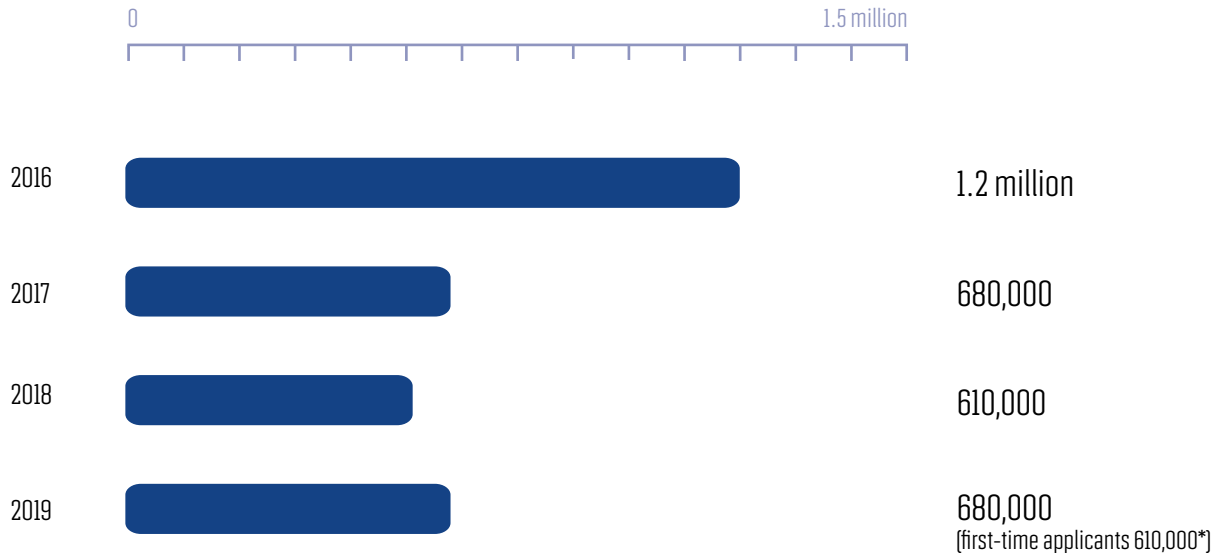
In 2019, over 3.3 million youth were unemployed in Europe. However, the rate of youth unemployment is higher among non-EU nationals than that of EU nationals, indicating that non-EU youth face significant barriers when entering the labour market and are more at risk of poverty or social exclusion. Refugees are one of the most vulnerable groups of migrants in the labour market in Europe, even when they are in employment.

Unaccompanied minors face a distinct set of challenges when it comes to integration and accessing the labour market in Europe. Unaccompanied minors tend not to benefit from the family context where children and youth can develop certain social rules, conducts and skills necessary to be prepared for employment and adulthood. Once an unaccompanied minor turns 18 years old, they are required to transition quickly from child welfare to self-sufficiency. The provision of guidance, structure, information and tools that increases their likelihood of standing on their own two feet in Europe once they turn 18 years old often becomes the responsibility of educational staff in residential centres in host countries who support unaccompanied minors through this process.

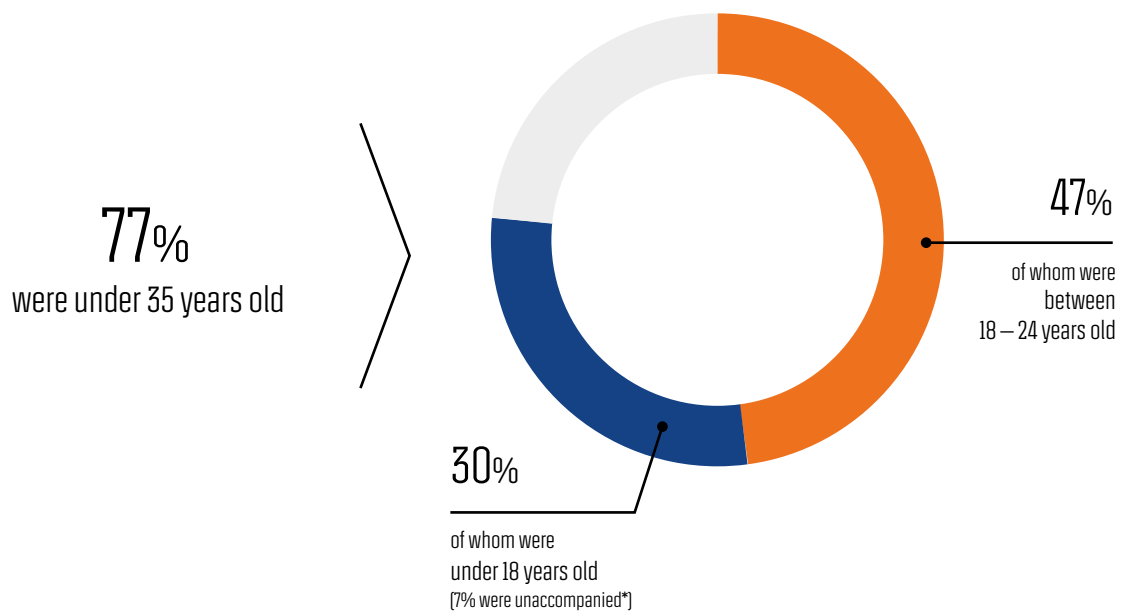
1. https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-migration/proposal-implementation-package/docs/20160607/communication_action_plan_integration_third-country_nationals_en.pdf

2. <https://ec.europa.eu/social/main.jsp?catId=1036>

Asylum seekers in Europe³

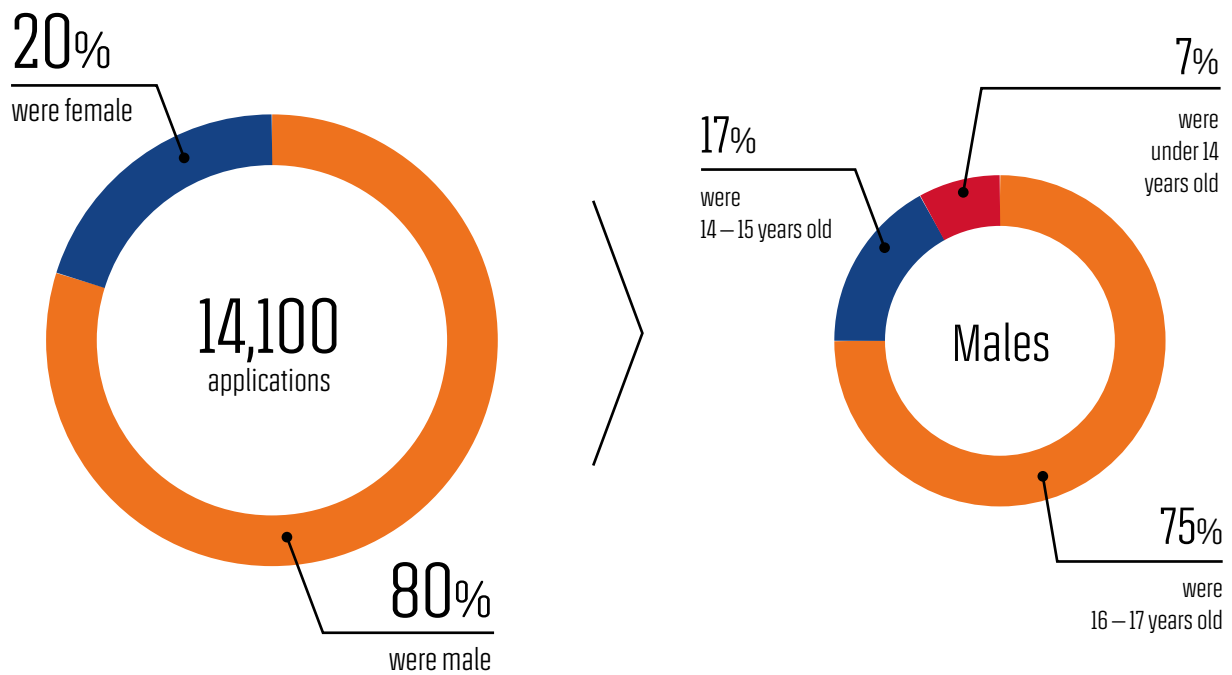


First-time asylum seekers in Europe in 2019:



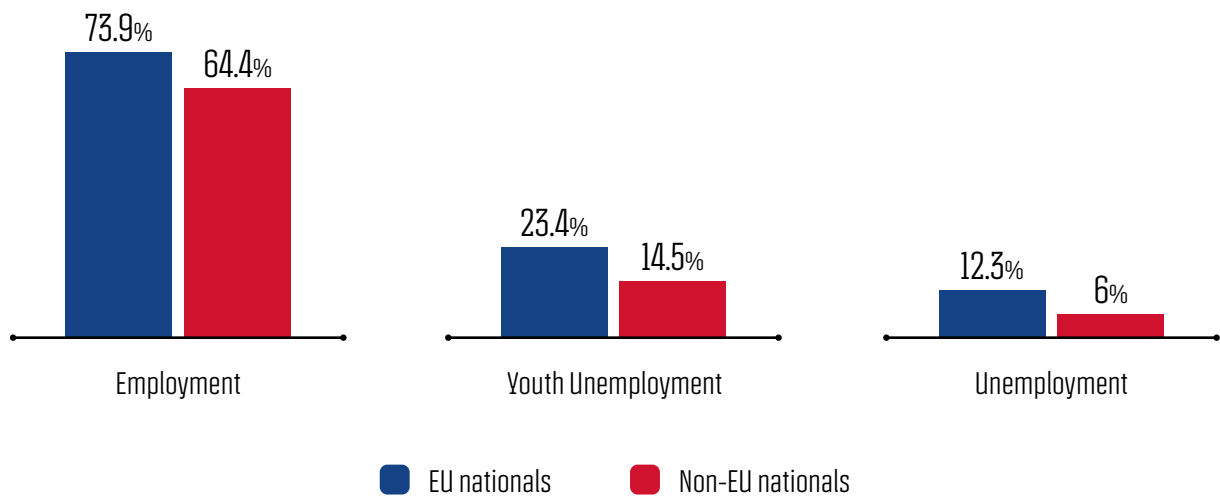
3. https://ec.europa.eu/eurostat/statistics-explained/index.php/Asylum_statistics#Citizenship_of_first-time_applicants:_largest_numbers_from_Syria.2C_Afghanistan_and_Venezuela

*Unaccompanied minors seeking asylum in Europe in 2019:



Nationalities include Afghanistan, Democratic Republic of Congo, Eritrea, Guinea, Iraq, Mali, Morocco, Tunisia, Pakistan, Syria.

Youth Employment in Europe in 2019:



Source: European Commission: Employment, Social Affairs and Inclusion



Picture of Barça Foundation

Sport as a Tool for Social Inclusion and Employment

Social inclusion can be tackled from many angles, but one of the most innovative ways is to do it through sports. As stated by UNHCR, ‘for children and youth uprooted by war or persecution, sport is much more than a leisure activity. Sport provides an opportunity to be included and protected – a chance to heal, develop and grow. Sport can also be a positive catalyst for empowering refugee communities, helping to strengthen social cohesion and forge closer ties with host communities’⁴. Working in the same direction, the European Union expressed in the EU White Paper on Sport (2007) that “Sport can... facilitate the integration into society of migrants and persons of foreign origin as well as support inter-cultural dialogue”. Furthermore, the European Union Work Plan on Sport (2014-2017) recognises that the sport sector has great potential to promote and achieve sustainable social inclusion, education and training.

The 2017 Study on the Contribution of Sport to the Employability of Young People in the Context of the Europe 2020 Strategy identified the key components for sports-based interventions to produce employability outcomes for young people. The study describes two broad perspectives on the nature of ‘employability’ – one which emphasises more narrowly defined ‘hard’, or job-related, skills such as vocational education; and another that relates to a more general emphasis on ‘soft skills’ (‘transversal skills’), which are personal attitudinal and behavioural attributes. There is increasing recognition of the potential of sport to build these soft skills, such as communication, teamwork, leadership and conflict resolution, which are deemed essential for enhancing employability competences. There is also a rise in initiatives that use a “Sport Plus” approach where sport is used to establish positive social relationships and develop certain social skills and it is then complemented by other more formal, educational components which develop and reinforce systematically core elements of employability⁵.

This handbook maps organisations, projects and methodologies throughout Europe that aim to improve employability and / or secure employment for youth at risk of social exclusion and migrant and refugee youth through any kind of sports-based approach, including initiatives that focus on soft skills, initiatives that focus on hard skills, initiatives that combine both.

4. Sport Programmes and Partnerships

5. Study on the contribution of sport to the employability of young people in the context of the Europe 2020 Strategy

Employment Frameworks

An employment framework identifies the key components that need to be in place for individuals or specific groups in society to gain employment.

The STEP4Youth working group identified three relevant employment frameworks to underpin the mapping exercise of best practices on sport for employability for young migrants and refugees at risk of social exclusion. The three frameworks are: 1) Employment for refugees; 2) Employment for youth; and 3) Using sport for employment. The frameworks serve as important guides to identify the key necessary components for good practices and contextualise the best practices according to their respective target groups or desired outcomes.

► 1. Employment for Refugees

For refugee employment, UNHCR and OECD developed a 10-point multi-stakeholder action plan for employers, refugees, governments and civil society⁶.

ENGAGING WITH EMPLOYERS IN THE HIRING OF REFUGEES: A 10-point multi-stakeholder action plan for employers, refugees, governments and civil society (OECD/UNHCR 2018: p. 40)

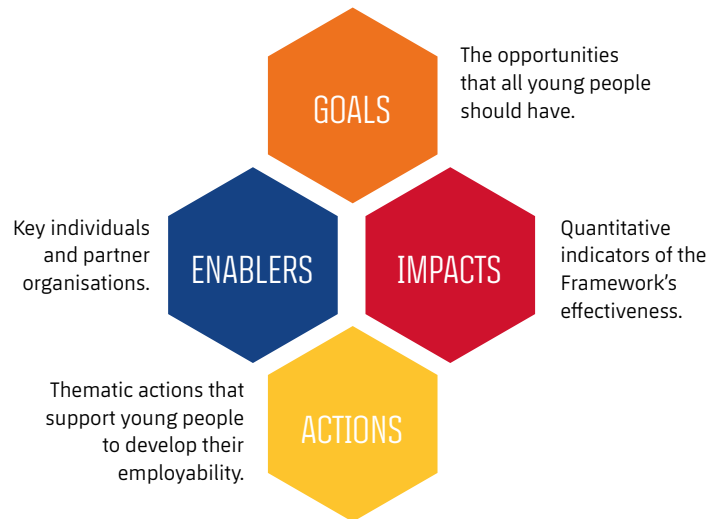
- **ACTION 1:** Navigate the administrative framework
- **ACTION 2:** Provide employers with sufficient legal certainty
- **ACTION 3:** Identify and verify refugees' skills
- **ACTION 4:** Developing skills for job-readiness
- **ACTION 5:** Match refugee talent with employers' needs
- **ACTION 6:** Provide equal opportunities in recruitment and combat stereotypes
- **ACTION 7:** Prepare the working environment
- **ACTION 8:** Enable long-term employability
- **ACTION 9:** Make the business case for hiring refugees
- **ACTION 10:** Coordinate actions between all stakeholders

⁶ Engaging with employers in the hiring of refugees

► 2. Employment for Youth

The “D2N2 Employability Framework” derived from a local council in the UK is a shared language for young people and employers and reflects the common concerns of key stakeholders on behalf of young people. There are 4 main components: Goals, Enablers, Actions, and Impacts.

The four components of the D2N2 Employability Framework (Hutchinson, J., Dickinson, B., Hooley, T. and Vickers, R. 2015: p. 20 and 22)



GOALS

As partners, we will work to ensure that *all* our young people have opportunities to:

1. Invest in themselves, recognise their own strengths and values, and take responsibility for developing their work readiness skills and behaviours. **Self-motivated.**
2. Have the tools and skills required to present themselves to a future employer. **Self-assured.**
3. Have high aspirations for themselves. **Aspirational.**
4. Understand the opportunities available to them locally and beyond and make realistic choices. **Informed.**
5. Have experiences of work that is rewarding and fulfilling. **Experienced.**
6. Achieve qualifications valued by employers. **Achieving.**
7. Understand that employers want people who will work hard and are accountable for their actions. **Accountable.**
8. Understand that employers want young people who can listen and learn from their successes and their mistakes, and keep going. **Resilient.**
9. Work creatively to achieve their potential and that of the business. **Entrepreneurial.**
10. Have effective communication and co-working skills. **Co-operative.**

- Learning Providers.
- Youth services.
- Employer.
- Career and employability providers.
- Local authorities and government.

ENABLERS

ACTIONS

These may include:

- Personal development courses and activities.
- Using local labour market intelligence.
- Job search, CV and interview workshops. Careers fairs and events.
- Personalised support and careers advice.
- Enterprise activities.
- Experiences of the work place.
- Conversations with employers and working people.
- Participating in industry sponsored competitions.
- Volunteering and other work experiences.

IMPACTS

We will know the framework is working when:

- Employers have fewer difficulties recruiting young people with the right skills and behaviours.
- More young people complete their courses.
- More young people from disadvantaged backgrounds attend university.
- More young people achieve through apprenticeships.
- Fewer young people become NEET.
- Young people express greater confidence in their ability to make the right choices for themselves.



Picture of Welcome through Football

▶ 3. Using Sport for Employment

The Study on the Contribution of Sport to the Employability of Young People in the Context of the Europe Strategy 2020 developed a framework that identified the key components needed to effectively produce outcomes in sport for employability programmes (European Commission - Vrije Universiteit Brussel, streetfootballworld, ENGSO Youth, VDAB)⁸.

⁸. Study on the contribution of sport to the employability of young people in the context of the Europe 2020 Strategy

The Sport and Employability Framework (European Commission 2017: p.40)

INPUTS 1 RECRUITMENT	INPUTS 2 PARTICIPANTS	OUTPUTS 1 SPORT AND EM- PLOYABILITY	OUTPUTS 2 SOCIAL CLI- MATE	OUTPUTS 3 EMPLOYABILITY FOCUS	OUTCOMES	IMPACTS
OPEN + TARGETTING/ REFERRALS	<ul style="list-style-type: none"> • <i>Self selection.</i> Environmental determinism/ deficit model • <i>Referrals.</i> Information from courts/ schools • Analysis of local labour market • Selection (e.g. on academic basis) • Diagnosis of personal circumstances/ constraints • One size fits all? • Diagnostics/ individual learning plans • Referral to other agencies? 	<p>Sport Plus/Plus Sport</p> <p>Youth worker/ coach</p> <ul style="list-style-type: none"> • Sport: key attraction • Sport: basis for experiential learning/ personal development/ discipline/ social skills • "Social skills" workshops • Coaching qualifications • Personal learning/ career plan • Employability relevance of skills reinforced • Educational compensation Maths & English • Small number groups/ teamwork? 	<p>Sense of safety/ acceptance/ belonging</p> <p>↓</p> <p>Interested/ caring adults</p> <p>↓</p> <p>Models for conventional behaviour</p> <p>↓</p> <p>Controls of deviant behaviours</p> <p>↓</p> <p>Critical support</p> <p>↓</p> <p>Value placed on achievement</p> <p>↓</p> <p>Positive attitudes to future</p>	<ul style="list-style-type: none"> • In-house volunteering • In-house event organising • Work experience • Work Placement • IT • Personal financial mangement • CVs • Interview skills • Employer/ partnership working 	<p>Understanding of others/ perspectives</p> <p>↓</p> <p>Self-reflection/ evaluation</p> <p>↓</p> <p>Personal responsibility</p> <p>↓</p> <p>Team working</p> <p>↓</p> <p>Time management</p> <p>↓</p> <p>Conflict management</p> <p>↓</p> <p>Communication skills</p> <p>↓</p> <p>Perceived self-efficacy</p> <p>↓</p> <p>Problem solving</p> <p>↓</p> <p>Focus/direction</p> <p>↓</p> <p>Ambition/ motivation/ initiative</p> <p>↓</p> <p><i>Leadership skills</i></p> <p>↓</p> <p><i>Increased maturity</i></p>	<p>Individuals employed by organisation</p> <p>Choose further education</p> <p>Employed by work placement organisation</p> <p>Seek jobs without assistance</p> <p>Organisation sponsors/ mediates relationship with employers</p> <p>Referred to job agency</p> <p>Remain unemployed</p>

Figure 2: The Sport and Employability Framework.



Mapping Best Practices

Between February and June 2020, the Sport Towards Employment Possibilities for Youth Migrants and Refugees (STEP4Youth) working group undertook extensive research, site visits and analysis to identify organisations, projects and methodologies throughout Europe that use sport to promote social inclusion and employability among youth at risk of social exclusion and migrant and refugee youth, including unaccompanied minors.

The working group undertook the following activities:



- Online desk internet research.



- Consultation via phone and email with organisations connected to STEP4Youth partners (e.g. football clubs, foundations, NGOs, community organisations).



- Recap of prior, relevant site visits conducted to various organisations and programmes.

Prior, relevant site visits:

Responsiball: Refugees and Sport Forum, Lausanne, 8th November 2018

Barça Foundation presented at the one-day forum and forged good contacts with individuals and organisations working with refugees (e.g. FARE, IOC, Women Win, UEFA Foundation, Terre De Hommes, Olympic Refugee Foundation, UNHCR, SCORT Foundation, Aspire, International Council of Sport Science and Physical Education, Ireland Football Association, UFEC Foundation).

Sports dans la Ville, Lyon, 7th February 2019

Barça Foundation met with Sport Dans La Ville staff and attended a practical session to understand how Sport Dans La Ville implements sport and employability activities for youth.

Street League, London February 21st 2019 and 9th July 2019

Barça Foundation met with Street League staff on two occasions and attended a practical session to learn about Street League's methodology and activities. Visited two separate visits.

Scoring for the future, Koln, January 29th 2020

Barça Foundation team attended a Training of Trainers workshop for the toolkit "Developing Life Skills for Employability Through Football" developed by streetfootballworld and 9 partner organisations; Albion in the Community, RheinFlanke and Champions ohne Grenzen; Kicken ohne Grenzen; INEX-Association of Voluntary Activities; A.S.D Balon Mundial Onlus; Policy Center for Roma and Minorities; Fundación Red Deporte y Cooperación; Sports Dans la Ville.

Criteria for Identifying Best Practices

The STEP4Youth project working group focused its research on organisations, projects and methodologies throughout Europe that use sport in some way to promote social inclusion and employability among people at risk of social exclusion, including migrants and refugees. This mapping was undertaken to provide a strong foundation and learning for STEP4Youth partners to collaboratively work on a new sports-based methodology designed specifically to build employability competences and skills among unaccompanied minors in Europe. Therefore, the most important criteria used to identify initiatives were:

1

Initiatives that use sport for social and inclusion and employability.

2

Initiatives that use sport to engage refugees for social inclusion and employability.

3

Initiatives that use sport to engage youth for social inclusion and employability.

A total of
34
initiatives were identified



The second step was to identify best practices from these initiatives.

As such, an additional set of criteria was applied during the analysis phase to identify those that were best practices, including:



Availability of information on the initiative.



Relevance of the initiative in relation to the desired target group.



Effectiveness of the approach used and results / impacts relating to desired employment and employability outcomes.

A total of 21 initiatives were agreed on by STEP4Youth partners as being best practices in their respective fields / locations and a summary of each was written up for inclusion in this handbook.

Best Practices Mapping Timeline

February - June 2020

Mapping template design

STEP4Youth partners developed a mapping template to unify the research approach and focus the desired content. (see annex)

February
2020

Literature review

STEP4Youth partners conducted a literature review and analysis of relevant academic and policy publications and documents on youth refugee and migrant employment in Europe.

March – April
2020

Research and mapping

Each partner in the STEP4Youth working group was tasked to identify, via desk-based research and engaging networks, initiatives in their respective countries (Spain, Denmark, Greece, Netherlands, Italy) as well as in other European countries.

The primary focus of the mapping was on initiatives that use sport in some way to promote social inclusion and employability of youth at risk of social exclusion and refugee and migrant youth. However, the working group also researched initiatives that do not use sport to gain a broad insight into employability interventions.

The working group embraced a broad interpretation of employability initiatives, ranging from education, skills training and capacity development, to facilitation of social and professional networks and work experience placements.



Drafting of the handbook

The 21 best practices were summarised, and the analysis, learnings and conclusions were written up to be presented in a readable and attractive way.

April – May
2020

Discussion and analysis of practices

A total of 34 initiatives in Europe were researched and mapped by the STEP4Youth working group. The group developed a scoring sheet with themes and criteria to facilitate group discussion and analysis of all the initiatives and, through this process, a total of 21 were agreed on by the group to be best practices. Due to COVID-19, the Transnational Project Meeting allocated for this group discussion and analysis was postponed and a series of weekly meetings were held instead. The objective of these meetings was for each partner to present their respective best practices and for the group to discuss and analyse each based on the themes and criteria in the scoring sheet.

The discussion and analysis of the 34 initiatives and selection of 21 best practices was a fruitful process and enabled partners to share knowledge and exchange information and experiences derived from their respective research efforts. Rather than being a tool to judge or rank best practices, the scoring element was symbolic, as there were varied learnings from all the best practices.

One of the main learnings of the research and best practices mapping was that there were no “best” practices but good practices, depending on the desired outcome and target group. As a result, the working group decided to draft lessons learned and ideas on what could potentially be relevant for the STEP4Youth project.

June – August
2020



BEST PRACTICES

ASPIRE – Activity, Sport, Play for the Inclusion of Refugees in Europe project, European Non-Governmental Sports Organisation (ENGSO) SWEDEN

ASPIRE was an international collaborative project led by European Non-Governmental Sports Organisation (ENGSO), co-funded by the Erasmus+ Programme of the European Union, that sought to find out how to best support migrants and refugees, building on the wide popularity of sports and other forms of physical activity.

The main aspects of the project were:

- 1) Research:** literature review, needs assessment and identification of best practices,
- 2) Training Module:** development and testing of a training module that would guide sports organisations to become more refugee-friendly and support individuals with sporting backgrounds on how to adapt coaching activities to the context of refugees,
- 3) Sports sessions:** training up facilitators in 9 European countries in order to support the European sport sector to offer refugees opportunities for participation in sport and in community life through sport.
- 4) Evaluation of the project.**
- 5) Raising awareness** of possible role of sport in promoting the inclusion of refugees and sharing results of project.

The specialised training module includes reflection exercises, practical activities and games that explore interculturalism, cultural resources, values and conflicts, emotions and irritations, perceptions and communication, and cultural diversity in sport. The training module also provides information and guidance on specific challenges facing refugees, such as trauma, loss and grief, and stigma, and how – through sport – these challenges can be overcome. For example, how sport promotes social connectedness, a sense of safety, calming, self-efficacy and hope. Additionally, the module includes a section on how to create more accessible sports organisations and practical guidance on how to breakdown physical barriers, structural barriers, mediating barriers and personal barriers.

Participating organisations in the project were: International Council of Sport Science and Physical Education; the European Observatoire of Sport and Employment; Caritas Academy Caritas Styria, Austria; Minor-Ndako Centre for Unaccompanied Minors in Belgium; Catalan Union of Sports Federations; Bulgarian Union for Physical Culture & Sport; Finnish Olympic Committee; German Olympic Sports Confederation; Serbia National Olympic Committee of Serbia; Swedish Sports Confederation; Hellenic Ministry of Culture and Sport; Sports Flanders Agency; Council of Europe.



Picture of ASPIRE

BX CONNECT TO WORK project

BX Represent

BELGIUM

BX Connect to Work is a programme that aims to facilitate more educational and work opportunities to young people and volunteers.

Within its football clubs in Vorst, Neder-Over-Heembeek and Anderlecht, BX has around 250 members over the age of 15 years old and 200 volunteers. In addition, there is a constant relationship with more than 8,000 parents, coaches, team managers and local residents. As a football club, they believe they can also be a learning school and a social network. They leverage a wide network of collaboration partners such as with VDAB, Actiris, a group of partner companies and the European Social Fund.

Together with BX School, BX Perspective and BX Match they offer educational and professional opportunities within the club.

- **BX School** gives members of its community the opportunity to develop the talents they have in the field by carrying out their first professional experience as a coach, delegate, team leader or coordinator.
- **BX Perspective** offers participants a path to help with the orientation of their studies and professional projects through an individual career plan with very concrete actions and several workshops that guide them and help them define their talents and skills.
- **BX Match** offers recruitment opportunities by inviting key partner companies to the clubs and organising workshops where players are invited to build a CV and prepare for an interview.



Picture of BX Connect to Work



www.bxrepresent.com/nl/cips/bx-connect-to-work

Feyenoord Match Days

Feyenoord

NETHERLANDS

The Feyenoord Match Days is a project of the Dutch football club, Feyenoord, that aims to bring job seekers and employers into contact with each other in an accessible and sporting manner. The “Match Days” are organised in close collaboration with the employer service point Rijnmond and partners from Feyenoord regularly participate in these events.

The Matchdays are a unique and informal platform where young people can present themselves to employers in an alternative way, based on their strengths and with more confidence. On the second day, young people and employers get to know each other during joint sports and game activities and discover whether there is a match. Very often, many young people participating in the Feyenoord Match Days go home with an appointment for a follow-up interview at one or even several companies.



Picture of Feyenoord Match Days



www.feyenoord.nl/maatschappelijk/projecten/werk/matchdays

Football and Education programme

Albion in the Community

UNITED KINGDOM

Albion in the Community is the official charity of Brighton & Hove Albion Football Club and is committed to delivering high-quality, accessible opportunities that improve the health and wellbeing, education and aspirations of its community. Albion in the Community runs a programme for youth not in education, training or employment over the age of 16 which combines academic study and football / futsal and is delivered in a well-structured, nurturing environment.

The academic qualifications on offer are a one-year full-time Diploma in Sport and a two-year fulltime Extended Diploma in Sport and Physical Activity. Alongside studying academic subjects, students build their soft skills, such as communication, confidence and self-awareness as well as participate in football or futsal sessions and competition. The academic sessions take place at the American Express Community Stadium and football / futsal training takes place at the American Express Elite Football High Performance Centre. The programme also offers students the opportunity to volunteer in other areas of the Albion in the Community or on matchday with Brighton & Hove Albion.

Many graduates of the Football and Education programme go on to secure a place at university or a scholarship to study and play football in the United States. Furthermore, the programme is recognised as helping students to further their studies and gain transferrable skills relevant for other sectors.

Moreover, through collaboration with Streetfootballworld, AITC has developed the Scoring for the Future methodology to enable their Albion Goals program to deliver a timebound, systematic, measurable and practical programme of personal development focused on improving transferable life skills for participants. The provision of active learning sessions utilising the attraction of football supported by the inclusion of focused classroom based interventions has had the significant effect of making the programme more attractive and relevant to a much wider range of people and supporting organisations. They have been able to develop a timeframe approach to engage participants who are in the early stages of rehabilitation from addiction, face mental health issues such as anxiety or depression and support their progress towards volunteering or employment opportunities by assisting the development of core competencies, confidences and raising aspiration by applying a range of appropriate learning approaches.



Picture of Albion in the Community



www.albioninthecommunity.org.uk

Football for Employability programme

UEFA Foundation

EUROPE-WIDE

The Football for Employability programme is delivered in four European locations (Bucharest, Budapest, Dublin, Birmingham) and aims to deliver demonstrable results by bringing young people closer to education, employment and training. The programme will align with the Football for Unity concept that the UEFA Foundation for Children and streetfootballworld will implement together during the UEFA EURO 2020 competition in 2021.

The programme utilises the TeamUp! toolkit, which was the outcome of a pan-European project supported by Erasmus+ and delivered within the framework of the European Commission's Strategic Partnerships for Youth. Activities include personal development workshops, regular football activities, job-seeking skills, employability workshops on CVs and cover letter writing, online job searches, mock interviews, additional training opportunities delivered by certified providers of accredited educational courses, job placements and internships.

The four implementing organisations are: Sport 4 Life in Birmingham, UK; the Policy Center for Roma and Minorities Bucharest, Romania; Oltalom Sport Association in Budapest, Hungary; and Sport Against Racism Ireland in Dublin, Ireland.



Picture of The Football for Employability programme



www.uefafoundation.org/action/football-for-employability/

FutbolNet Employability programme

Barça Foundation

CATALONIA

In 2019 **Barça Foundation** with the support from UEFA Foundation and Stavros Niarchos Foundation launched a new sport-based employability and emotional wellbeing programme for youth migrants and refugees, including unaccompanied minors, at high risk of exclusion aged between 16 – 21 years old in Catalonia, Italy and Greece.

At the heart of the programme is a newly developed methodology that comprises sports-based sessions delivered by coaches and educators trained by Barça Foundation. The methodology has 6 employability competences relating to youth employability (e.g. flexibility) and each competence has a correlating skill (e.g. adaptability, creativity). Each skill is worked on through a combination of sports activities, cooperative challenges, discussion and reflection to build employability skills and competences. The methodology was designed as a supplementary tool for frontline organisations and social entities working directly with youth migrants and refugees, of which some have a very short period in which to prepare youth for adulthood (legal documentation, language, education, employment etc.) The methodology was inspired by the Barça Foundation FutbolNet methodology that has been implemented as a tool that contributes to social inclusion and the prevention of violence in diverse contexts worldwide over the past 8 years.

Alongside weekly delivery of the methodology, Barça Foundation in collaboration with Climent Guitart Foundation launched an “employability campus” that provides intensive training experience and connections to prospective employers for unaccompanied minors in Barça Foundation’s programmes for refugee and migrant youth in Catalonia. The week-long residential tourism training experience for 30 unaccompanied minors takes place at one of the Guitart hotels in Catalonia’s tourist resort Lloret de Mar. The campus includes daily work shadowing and skills development in various aspects of tourism and hospitality (cooking, waitering, reception) as well as sport-based activities that focus on building employability skills. At the end of the week, the participants are paired with hospitality-related companies and undergo interviews for potential employment.



Picture of Barça Foundation



www.foundation.fcbarcelona.com/futbolnet

Goals for my Future III project

Mentor Management-Entwicklung-Organisation GmbH & Co

AUSTRIA

The Goals for my Future III project (*“ Tore für meine Zukunft”*) is a third edition project implemented by Mentor Management-Entwicklung-Organisation GmbH & Co in Austria and is funded by the UEFA Foundation.

The project uses football to motivate participation and social integration of young people aged between 14 and 18 (possibly up to 23) who have not or have not yet completed compulsory schooling; need a daily structure; are threatened with immediate exclusion; grew up in parents’ homes with uncertain, difficult employment histories; come from families with low cultural capital; ethnic minorities or young people without EU27 citizenship; show multiple problem situations that have led to segregation; have had negative experiences in the school system (truancy, suspensions, etc.); and/or have behavioural problems.

Goals for my Future III aims are: preparation for returning to school, resolving language deficits, reducing school-specific deficits, and reintegrating young people in education or training; promoting social skills; activating self-help potential; educational and professional guidance; building a stable and sustainable network; and creating a connection with a local football club.

The project comprises a variety of activities for participants to achieve the expected results including: football training twice a week; a variety of sports weekly training sessions; joint tournaments; friendly games and training with friendly clubs; participation in the Kleinfeld-Liga football league; joint social activities with the team (cinema, excursions, visits to companies, workshops, juggling training, etc); provision of training equipment; supervision and tuition; social support and social work; psychological support; coaching and work assistance; remedial work for compulsory schooling; individual coaching; German language; and Parent support and social support.



Picture of Goals for my Future III project



www.mentor.at/kurse/jugendliche/tore-zukunft-goals-future/
www.wirsindeinteam.at
www.facebook.com/fc.zukunft.wien



HITZ programme Premiership Rugby ENGLAND

HITZ is an education and employability programme of Premiership Rugby that is delivered nationwide by England's 12 professional rugby clubs. The programme is funded by partners Land Rover, Comic Relief and Wooden Spoon and implemented in partnership with education through sport service provider, SCL Education and Training. Over 2,000 youth aged 14 – 24 not in education, training or employment are enrolled in the programme every year.

The programme offers an alternative, informal educational structure for youth to improve academic subjects such as Mathematics and English, develop valuable life skills, and gain qualifications, alongside practical experience from work placements and employer-led sessions. The programme also offers sports and enrichment activities that promote holistic emotional and physical wellbeing, such as participation in sports, learning how to cook, excursions, and personal and social sessions. Underpinning the programme are the Premiership Rugby values, such as teamwork, respect, enjoyment and discipline. Specialist coaches are trained to capitalise on the potential of rugby to remove barriers, build trust and increase confidence to set participants on the path to success.

Over 80% of participants regularly report an increase in resilience, self-confidence and aspiration as a result of their involvement in HITZ, and over 75% go on to achieve positive progression into further education, training or employment.



Picture of HITZ programme



www.premiershiprugby.com/community/hitz

Integration of Refugees Through Sport project International Sport and Culture Association (ISCA) DENMARK

The **International Sport and Culture Association (ISCA)** has implemented several initiatives over the past five years that aim to promote the integration of refugees through sport, including:

- 1) **Online hub** of resources and e-learning courses
- 2) **Implementation guide**
- 3) **Delivery** of pan-European projects

ISCA launched the Integration of Refugees through Sport website (<https://irts.isca.org/>), which is an online hub of resources for professionals and volunteers working on grassroots sports activities with refugees and other initiatives that focus on social inclusion. Resources include advice on working with refugees, best practices, and other inspirational stories and videos. ISCA also runs an e-learning platform to offer peer-to-peer education and advice for organisations and individuals who are working with refugees and asylum seekers through sport and physical activities.

The implementation guide on the integration of refugees through sport, published in 2018, provides comprehensive and relevant context and theory for the integration of refugees through sport in Europe. The guide analyses the challenges and barriers that NGOs, sports clubs and other organisations or individuals often face when implementing or running programmes. It also proposes potential solutions to these issues, from the perspective of refugees themselves.

In 2016, ISCA led a first pan-European project, Integration of Refugees Through Sport, which brought together partners from the Nordic countries to map and explore ways of integrating refugees into European societies through sport and physical activity. In 2018, ISCA led a second pan-European project, MOVE Beyond, that aimed to enhance cross-sector collaboration on grassroots sport and physical activities for societal inclusion of refugees by enabling stronger involvement of non-sport actors. The project paired grassroots sport and non-sport NGOs to pilot new initiatives in Denmark, Italy, Sweden and UK.

Thanks to a new support from the European Union in 2019, the International Sport and Culture Association is uniting solutions in the field of Integration of Refugees Through Sport (IRTS) through a new network.

The IRTS Networking Platform also offers the following professional development opportunities:

- **Mentoring programme:** Connecting people who are experienced in running IRTS initiatives with those who are just starting out or are looking for some advice to make a bigger impact.
- **Award scheme:** Recognising initiatives and partnerships that have made an impact in their communities.
- **Online courses:** 3 new online courses will equip solution-providers with tested approaches, expert and peer-to-peer tips from the field, and avenues to support and funding.
- **Events:** In October 2021, is expected to take place the biggest stakeholder congress so far for Integration of Refugees Through Sport in the context of the MOVE Congress.



Job dans la Ville project

Sport dans la Ville

FRANCE

Founded in 1998, Sport dans la Ville is a leading non-profit organisation in France serving disadvantaged children and youth through sports and job training. The organisation created the Jobs dans la Ville programme in 2007 to offer employability training and employment which has gone from strength to strength over the last decade.

Jobs dans la Ville aims to secure equal opportunities for young people living in underserved neighbourhoods by helping them with career guidance and finding a job. The programme offers varied, tailored initiatives, including:

- 1) Individual support** provided by a professional development coach and Job dans la Ville advisors who advise each young person in terms of their personal and professional goals
- 2) Mentoring by company** employees for young people to learn about their professional experiences and receive support to achieve their professional goals
- 3) Visits to companies** to help young people discover different business sectors and careers
- 4) Job seekers** workshops to help young people learn methods to secure employment
- 5) Access to work placements** (internships, work-study programmes, fixed and permanent employment contracts) in France and overseas to help each young person secure employment.

Jobs dans la Ville is proven to close the gap between the educational level of youth from underserved communities in France and their career outcomes. A 2018 evaluation highlighted that the programme better integrated young people in terms of training and employment, has a strong impact on 9th grade students through graduation, and contributes to young people accessing long-term employment. As of early 2020, 1,305 young people have been enrolled in the programme of which 860 completed work placements. Furthermore, 448 people have served as volunteer mentors or as corporate partner employees involved in the programme.



Picture of Sport dans la Ville



[www.sportdanslaville.com/our-programs/job-dans-la-ville/
fonds-social-europeen/?lang=en](http://www.sportdanslaville.com/our-programs/job-dans-la-ville/fonds-social-europeen/?lang=en)



Magners Employability programme

Tennent's Training Academy and Celtic FC Foundation

SCOTLAND

The Magners Employability programme is a 12-week internship focused on developing both front and back of house hospitality skills aiming to help long-term unemployed people get back into work. The programme is funded by Celtic Football Club sponsor, Magners Irish Cider, delivered by Tennent's Training Academy, and supported by Celtic FC Foundation.

The project allows participants to not only engage with a varied mix of employability activities and certified industry training, but also dedicate time to health, fitness and nutrition with sessions led by Celtic FC Foundation's coaching staff. Participants also benefit from employer talks, work experience, recruitment days, motivational speakers and sessions covering skills and qualities, job searching, CV and application form writing, interview techniques, work ethic, self-branding, and workplace expectations.

By the end of the programme, graduates gain a total of three qualifications, and are offered employment by some of the biggest business names in hospitality. The Magners Employability programme has helped 49 participants gain employment in the hospitality sector or move into further education since it began in 2015.



www.celticfc.net/news/11133

Ready4Employment project

Rangers Charity Foundation

SCOTLAND

The Rangers Charity Foundation Ready4Employment programme aims to improve the job prospects of those who are unemployed and aged 25+ facing substantial barriers to gaining employment or progressing their personal development. Developed in partnership with Jobcentre Plus, the programme delivers an individualised training programme to help enhance participants' skills, confidence and relevant experience. While the programme is for adults over the age of 25 years old, the employability content of the programme could be relevant for youth as well.

Over a 6-week course, participants attend four full days of activity every week, helping them adjust to a work timetable and developing their skills and experience. Workshops on the course include a Skills and Strengths Audit, CV Building, Practical Application Skills, IT Skills, Communications Skills, Interview Techniques and Employer Expectations sessions. Health and wellbeing and physical activity are also ongoing features of the programme helping participants to enhance their confidence and personal development to getting back into the job market. The programme also offers a 6-week aftercare service, allowing those who have completed the course to return one day a week for ongoing support and access to resources that help them in researching job opportunities.

The programme operates in partnership with a wide range of employers who offer participants experience and valuable insights into work and training and possibly even a longer-term work placement or full-time job at the end of the programme. Partners include City Building, Tennent's Training Academy, Elior Hospitality and Garrion Security plus various departments within Rangers FC itself, including grounds maintenance, hospitality and events, marketing, media, coaching and sports science.



www.rangerscharity.org.uk/in-the-community/community-programmes/employability/ready4employment

Scoring for the Future - Developing Life Skills for Employability Through Football project

Streetfootballworld

GERMANY

This Erasmus+ project was a continuation of the Erasmus+ project, “Team Up For NEETS!” and involved 9 streetfootballworld network members in 8 European countries. The project aimed to tackle the issue of employability of young people not in education, employment or training. By harnessing the power of sport, the project equipped young people with transferable skills to support their employability. The project identified 17 key life skills that are deemed most relevant to empower young people to make positive lifestyle changes that will help them move nearer to work or find work. Identified life skills include adaptability, concentration, goal setting, self-motivation, reliability, conflict resolution and decision-making.

The project partners designed a sport-based training methodology consisting of “three halves” which is based on the concept of the three halves in streetfootballworld developed methodology “football3”. The first half lays out the theoretical framework, including sections on the qualities of an effective life skills football coach and the application of the 17 life skills in football, educational, and workplace environments. The second half contains exercises and activities. The 17 life skills are divided into three zones on the field: defence, midfield and attack, with the exercises set out accordingly in the toolkit. The third half of the toolkit presents the monitoring, evaluation and learning framework where users learn about different monitoring tools.

The 9 partner organisations that teamed up with streetfootballworld were: Albion in the Community, UK; RheinFlanke and Champions ohne Grenzen, Germany; Kicken ohne Grenzen, Austria; INEX-Association of Voluntary Activities, Czech Republic; A.S.D Balon Mundial Onlus, Italy; Policy Center for Roma and Minorities, Romania; Fundación Red Deporte y Cooperación, Spain; Sports Dans la Ville, France.



Picture of Streetfootballworld



www.streetfootballworld.org/latest/blog/scoring-future-increasing-youth-employability-through-sport

Sport2Work manual

Deutsche Gesellschaft für Internationale Zusammenarbeit

GERMANY (ETHIOPIA)

The Sport2Work manual (2017) is a practical guide for teachers and coaches to deliver quality sport activities in basketball, football, handball, and volleyball that promote social skills, which are required on the sports field and at the workplace.

It has been developed in close cooperation with the 'Sport for Development in Africa' (S4DA) Regional Project and Ethiopian partners. Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) uses sport through S4DA as a means of achieving development objectives in selected African countries.

The Sport 2 Work manual was designed to be applied in Technical and Vocational Education and Training colleges but it is also suitable for use in schools, higher education institutions, NGOs and community-based organisations where there is a desire to support young people prepare for employment or become young entrepreneurs. Sport2Work is a student-centred learning approach. It helps young people discover for themselves the employability competences they are using through participation in sport and helps connect these to the workplace. The manual provides advice on how to develop employability competences through sport as an athlete or young leader. It also offers advice on how coaches and teachers can help young people find employment and assists coaches and teachers to conduct quality sport activities on and off the playing field.



Picture of Sport2Work



[www.sport-for-development.com/imglib/downloads/
giz2017-en-s4da-manual-sport2work.pdf](http://www.sport-for-development.com/imglib/downloads/giz2017-en-s4da-manual-sport2work.pdf)

Sport 4 Life

UNITED KINGDOM

Sport 4 Life UK is a registered UK charity in Birmingham that equips the city's most disadvantaged young people aged 11 – 29 with the employability and key life skills needed to move into education, training and employment. Sport 4 Life recognises that many young people are born into disadvantage and face an uphill struggle from the start. Growing up in a culture of disillusionment and lack of opportunities, they lack positive role models or positive aspirations and make wrong choices in life, which can lead to failing at school and then failing to move into work.

Sport 4 Life deploys tailored sports-themed personal development services to young people over a long-term basis (24 months) through 4 main phases:

- 1) Recruitment**
- 2) Engagement**
- 3) Progression**
- 4) Ongoing support**

The delivery model encompasses 6 main activities: accredited training and qualifications; one to one mentoring; youth-led social action; formal mock interviews with corporate partners; employability workshops; and structured sports sessions. The bespoke package of mentoring and training improves young people's employability prospects and develops key life skills such as teamwork, motivation, communication, self-esteem, and behaviour. Sport 4 Life continues to support young people for up to 12 months after their participation in the programme through light touch mentoring and continued sports sessions to ensure that the progression is sustained, and the service is truly life changing.

As of early 2020, 967 young people have been enrolled in Sport 4 Life UK (83% black and minority ethnicities), of which 139 young people gained an accredited qualification and 67 achieved a sustained job outcome.



Picture of Sport 4 Life



www.sport4life.org.uk

Sport for Refugees programme

Yoga and Sport for Refugees

LESBOS-GREECE

Sports for Refugees is a sport and employability programme delivered by Yoga and Sport for Refugees NGO on the island of Lesbos, Greece. The programme, implemented since 2017, is mainly funded by private donations, solidarity organisations and local partners and aims to empower children, youth and adult refugees and migrants living in refugee camps in order to integrate them into the community and improve their physical and mental health. Over 2,500 adults and +30 coaches are enrolled in the programme every year.

The programme trainings are delivered 6 days a week, from Monday to Saturday on more than 20 different sports for refugees and migrants living camps close to the facilities to register and join for free. The programme offers counselling and employability skills workshops related to the sport sector. Refugees are encouraged to run their own sports projects; they receive training and adequate equipment to go on to deliver their activities.

Participants of the Sport for Refugees frequently report an increase in emotional wellbeing, physical condition, and healthy habits. 100% of the participants selected to become trainers delivered trainings successfully and reported an increase of goal orientation, coaching skills, and sport activity management knowledge.



Picture of Yoga and Sport for Refugees, Hilde Honerud

Street League UNITED KINGDOM

Street League identifies the variety of factors which make its programmes successful at supporting young people into work, including: Using the power of sport to engage, motivate and build skills; supporting with personal development and overcoming individual barriers; supporting with employability skills; in-work support once a young person has progressed into work or training; the enjoyment of the programme – young people want to stay on the course; and assessment of which programme will best support a young person or referral to specific services if it would help them more.

Street League runs free sport and employability courses in 14 cities in the UK for youth aged 16 – 24 years old not in education, training or employment. The employability courses include work skills, life skills, job-seekers skills, one-to-one support with career advice and mentoring, the opportunity to take nationally recognised qualifications and work experience with corporate partners, as well as ongoing support once a job has been attained. The employability courses are combined with sports and fitness activities with trained football and dance coaches. Participating youth gain expenses for travel and a voucher for Nike sportswear.

Street League has developed a series of toolkits:

- 1) “Getting ready for work”** toolkit which comprises relevant information and advice for youth, such as fitness tips, confidence improvement skills, and how to improve your online image.
- 2) “I Want to Get a Job”** toolkit which covers interview tips, cover letters, phone interviews and writing CVs.
- 3) “New Job, Now What”** for youth who have secured employment which includes information on pension plans, tax codes, employment contract and payslip.

In 2019, Street League helped 1656 young people last year into jobs, training or apprenticeships in 23 different industries, the top 3 industries being retail, hospitality and construction.

Street League is working hard to support young people from hard to reach areas through the COVID-19 crisis. Young people are being hit hardest by the rise in unemployment due to COVID-19 and Street League has developed online programmes to supplement their in-person academies to continue to deliver their vital services through 2020 and beyond.”



Picture of Street League



www.streetleague.co.uk

Tackling Youth Unemployment project

Streetfootballworld, Nissan Europe and UEFA Foundation

FRANCE AND UNITED KINGDOM

Tackling Youth Unemployment was a two-year pilot project organised by the UEFA Foundation for Children, car manufacturer Nissan (Nissan Europe) and the streetfootballworld global network. The project supported Sport dans la Ville (France) and Street League (United Kingdom), two organisations that share the common goal of using the power of sport to help young people find employment to engage young people who are not in education, employment or training.

The aims of the project were; to reduce youth unemployment in France and the United Kingdom; to promote the social and professional integration of young people from disadvantaged areas by giving them access to training, employment and sports activities; and to promote the benefits and values of sport as an instrument of social change.

The project showed that skills and values, such as hard work, discipline and respect for the rules, were successfully taught through sport. Alongside sports activities, the project organised workshops (e.g. CV writing classes, online job searching, mock interviews) that enable young people to develop their employability skills. As well as increasing their self-confidence and helping them to acquire key skills, the project gave young people the chance to do site visits to Nissan's offices and factories, to participate in work placements and work-study programmes, to find employment with a well-known company and to take part in activities run by the Nissan Skills Foundation (which focuses on youth skills development).



www.uefafoundation.org/action/tackling-youth-unemployment

“Team Up For NEETS!” project Streetfootballworld

The network organisation, **streetfootballworld** based in Germany, led this pan-European project, supported by Erasmus+ in the framework of Strategic Partnerships for Youth with streetfootballworld network members: Albion in the Community, England; Associação CAIS, Portugal; Red Deporte, Spain; Oltalom Sportegyesület, Hungary; RheinFlanke, Germany; Sport 4 Life UK, England; Sport Against Racism Ireland, Ireland; Sport dans la Ville, France.

The project targeted youth workers, teachers and NGOs working with young Europeans who are not in education, employment or training and equipped them with the skills they need to build new paths towards a sustainable livelihood. Through a combination of non-formal education, sport-based youth work and employability training, the project offered an innovative approach to Europe’s most pressing social challenge.

The primary focus of “Team Up for NEETs!” was the development of a shared toolkit of best practices to increase youth employability through football-based programmes and an impact measurement framework for football for good organisations working to reduce youth unemployment. The Team Up Toolkit was designed for three distinct types of organisations:

- 1) Football or sports organisations** that want to develop employability programmes
- 2) Employability organisations** that want to begin delivering football activities as an engagement tool
- 3) Organisations** that deliver neither football activities nor employability activities, but want to launch a football-based employability programme.

The toolkit includes information on: football-based outcomes, such as mental and physical health, social integration, and soft skills; effective engagement of youth, such as building trust, safeguarding and understanding the target group; and personal and professional skills of personnel working in football-based employability programmes. The toolkit also includes a section on best practice activities that build soft skills, hard skills, job-seeker skills and entrepreneurship skills from partner organisations, such as the Sport 4 Life UK Leadership Course, Albion in the Community UK Mental Health Workshop; RheinFlanke Volunteering, Oltalom Education Referrals, and Sport Dans La Ville Entrepreneurs in the City. The last section of the toolkit covers impact measurement and monitoring and evaluation.



www.streetfootballworld.org/project/team-neets-innovation-youth-employability

The Sport for Protection Toolkit - Programming with Young People in Forced Displacement Settings

United Nations High Commissioner for Refugees (UNHCR),
International Olympic Committee, and Terres des hommes

The Sport for Protection Toolkit was published in 2018 and developed through a multi-agency collaboration between the UNHCR, the International Olympic Committee and Terres Des Hommes. The toolkit represents their joint belief in important role that physical exercise and sport plays in addressing some of the challenges of forced displacement by improving the protection, wellbeing and social development of young people from both refugees and hosting communities. The toolkit builds on more than 20 years of work between UNHCR and the International Olympic Committee to bring sport to some of the world's most disadvantaged young people.

The Sport for Protection Toolkit was developed as a practical guide for Sport for Protection programming to guide the work of the Olympic Refugee Foundation as well as to be used by a broad cross-section of organisations and stakeholders to better understand and implement effective Sport for Protection programming.

The toolkit comprises 4 main sections. The first introduces the purpose of the toolkit. The second outlines the theory of change, the outcomes that Sport for Protection programmes can achieve and essential guidance on the safeguarding of young people. The third provides information on the theoretical foundations for Sport for Protection programming and their practical application. And finally, the fourth offers step-by-step guidance and practical tools for project cycle management, e.g. designing, managing and evaluating a Sport for Protection programme.



Picture of The Sport for Protection Toolkit, UNHCR



[www.unhcr.org/publications/manuals/5d35a7bc4/
sport-for-protection-toolkit.html](http://www.unhcr.org/publications/manuals/5d35a7bc4/sport-for-protection-toolkit.html)

Welcome through Football

EFDN

EUROPE

The Welcome through Football programme funded by UEFA Foundation fosters the social inclusion and employability of young newly arrived immigrants and refugees to Europe. The main aim of the programme is promoting the quality of youth work, the intercultural dialogue and strengthen knowledge and acceptance of diversity in society.

The objectives of the programme are: delivery of European Welcome through Football activities and develop European welcome through football methodology by providing practitioners guide and additional resources; tackling racism, discrimination and violence in sport; improve the emotional well-being of refugees through sports practice; enhance refugee perception; increase the integration of refugees who are at risk of social exclusion in sport and wider community; provide volunteering opportunities for participants in sports; foster integration of refugees into grassroots clubs; and enhance the access of refugees into the labour market.

The programme follows a 3-step process to achieve the best integration of youth migrants and refugees in society that comprises:

- 1) Socialisation to sports** – Providing different football offerings for young refugees of both genders considering their specific needs such as language skills or the possibility of facing trauma and helping them to cope with them.
- 2) Socialisation in sports** – Working on team structure, giving more responsibility to the participants in the programme and offering additional opportunities out of the sports training sessions. Participants are introduced into grassroots clubs, schools and local NGOs having the opportunity to develop themselves and participate in regular sports activities and matches as well as take part in wide variety of volunteering opportunities in their communities.
- 3) Socialisation through sports** – Focusing on the skills the participants learn from taking part in the available offers so that they qualify for further education and work opportunities in and outside of sports by offering participants the opportunity to do internships in local business, sports clubs and NGOs, take additional language courses and train important employability and life skills to further integrate them into the labour market.

Clubs participating in the project are Shakhtar Social, Sheffield United Foundation, Fundacao Benfica, Naoberschap United (FC Emmen), Werder Bewegt, Everton in the Community, and Apollon Limassol. Additionally, a number of stakeholders support and participate in the programme such as psychology centres, local authorities, grassroots clubs, schools, NGOs, youth and community centres, as well as private businesses and companies.



Picture of Welcome through Football



<https://www.efdn.org/blog/project/welcome-through-football-uefa-foundation/>

Best Practices Mapping Analysis

The 21 best practices identified in the research and mapping exercise include a range of organisations, projects, methodologies, and work within one of more of the many points / criteria listed in the three employment frameworks for Refugees; Youth; and Using Sport, respectively. As such, the STEP4Youth working group recognised that there was not one singular “best” way to promote employment for young migrants and refugees at risk of social exclusion and often interventions include multiple levels of action and activities.

The STEP4Youth working group identified that the extensive and diverse activities and actions could be grouped into 7 main categories of different types of employment mechanisms:

1

Development of
Hard Skills

2

Linkages to
Private Sector

3

Linkages to
Public Sector

4

Awareness Raising and
Communications

5

Support and Guidance
to Participants

6

Support and Guidance to
Implementing Organisations

7

Special Initiatives
and Events

DEVELOPMENT OF HARD SKILLS

Training on vocational, technical, and job-seeker skills

- BX Connect to Work, BX Represent
- Football and Education, Albion in the Community
- Football for Employability, UEFA Foundation
- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.
- HITZ, Premiership Rugby
- Job Dans la Ville, Sport dans la Ville
- Magners Employability, Tennent's Training Academy and Celtic FC Foundation
- Ready4Employment, Rangers Charity Foundation
- Sport 4 Life
- Sport for Refugees, Yoga and Sport for Refugees
- Street League
- Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation
- Welcome through Football, EFDN

Training on entrepreneurial skills

- Job Dans la Ville, Sport dans la Ville

Training on digital and computer skills

- Football for Employability, UEFA Foundation
- Ready4Employment, Rangers Charity Foundation
- Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation

Access to nationally accredited qualifications and certification

- Football and Education, Albion in the Community
- Football for Employability, UEFA Foundation
- Job dans la Ville, Sport dans la Ville
- Magners Employability, Tennent's Training Academy and Celtic FC Foundation
- Sport 4 Life
- Street League

Language courses

- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.
- Welcome through Football, EFDN

LINKAGES TO PRIVATE SECTOR	BEST PRACTICE
Mentoring by corporate employees	<ul style="list-style-type: none"> • Job dans la Ville, Sport dans la Ville • Magners Employability, Tennent’s Training Academy and Celtic FC Foundation
Visits to companies and workplaces	<ul style="list-style-type: none"> • Job dans la Ville, Sport dans la Ville • Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation
Network of companies in various sectors / industries providing training, placements and job opportunities	<ul style="list-style-type: none"> • Football for Employability, UEFA Foundation • FutbolNet Employability, Barça Foundation • Goals for my Future III, Mentor Management Entwicklung-Organisation GmbH & Co. • HITZ, Premiership Rugby • Job dans la Ville, Sport dans la Ville; • Magners Employability programme, Tennent’s Training Academy and Celtic FC Foundation • Ready4Employment, Rangers Charity Foundation • Sport 4 Life • Street League • Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation • Welcome through Football, EFDN
Job shadowing	<ul style="list-style-type: none"> • Job dans la Ville, Sport dans la Ville • Sport 4 Life • Street League • Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation
Collaboration with partners / sponsors to unlock training and work opportunities	<ul style="list-style-type: none"> • BX Connect to Work, BX Represent • Football and Education, Albion in the Community • FutbolNet Employability, Barça Foundation • Magners Employability, Tennent’s Training Academy and Celtic FC Foundation • Match Days, Feyenoord FC • Street League • Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation • Welcome through Football, EFDN
Support, information, training for organisations interested in offering opportunities to refugees	<ul style="list-style-type: none"> • ASPIRE, ENGSO • Integration of Refugees Through Sport, ISCA

LINKAGES TO PUBLIC SECTOR

Facilitation of access to local public services and job centres

- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.
- Ready4Employment, Rangers Charity Foundation
- Welcome through Football, EFDN

Information and support to participants on employment rights and documentation once in work

- Street League

Facilitation of access to local sport and community clubs

- ASPIRE, ENGSO
- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.
- Welcome through Football, EFDN

AWARENESS RAISING AND COMMUNICATIONS

Media awareness and promotion campaigns

- HITZ, Premiership Rugby
- Integration of Refugees Through Sport, ISCA
- Match Days, Feynoord FC

Facilitation of cross-sector stakeholder collaboration about the importance of giving opportunities to vulnerable and at-risk of exclusion groups

- ASPIRE, ENGSO
- FutbolNet Employability, Barça Foundation
- Integration of Refugees Through Sport, ISCA
- Scoring for the Future, streetfootballworld
- Team Up For NEETS!, streetfootballworld
- The Sport for Protection Toolkit, UNHCR-International Olympic Committee-Terre des Hommes
- Welcome through Football, EFDN

3

4

SUPPORT AND GUIDANCE
TO PARTICIPANTS

BEST PRACTICE

One to one mentoring

- BX Connect to Work, BX Represent
- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co
- Job Dans la Ville, Sport Dans La Ville
- Sport 4 Life
- Street League

Work experience within the organisation (e.g. transition from participant to coach)

- BX Connect to Work, BX Represent
- Football and Education, Albion in the Community
- Ready4Employment, Rangers Charity Foundation
- Sport for Refugees, Yoga and Sport for Refugees
- Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation
- Welcome through Football, EFDN

Ongoing support once intervention has finished and/or participant is employed

- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.
- Ready4Employment, Rangers Charity Foundation
- Sport 4 Life
- Street League

Parental and/or family support and involvement

- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.

SUPPORT AND GUIDANCE TO IMPLEMENTING ORGANISATIONS

Guidance and support to implementing organisations

- FutbolNet Employability, Barça Foundation
- Integration of Refugees Through Sport, ISCA
- Scoring for the Future, streetfootballworld
- Sport2Work Manual, GIZ
- TeamUp! Toolkit, streetfootballworld
- The Sport for Protection Toolkit, UNHCR-International Olympic Committee-Terre des Hommes
- Welcome through Football, EFDN

Training manual / curricula to frontline delivery organisations

- FutbolNet Employability, Barça Foundation
- Scoring for the Future, streetfootballworld
- Sport2Work Manual, GIZ
- Welcome through Football, EFDN

Networking and collaboration among implementing organisations

- Football for Employability, UEFA Foundation
- FutbolNet Employability, Barça Foundation
- HITZ, Premiership Rugby
- Integration of Refugees Through Sport, ISCA
- Magners Employability, Tennent's Training Academy and Celtic FC Foundation
- Scoring for the Future, streetfootballworld
- Tackling Youth Unemployment, streetfootballworld, Nissan Europe and UEFA Foundation
- Team Up For NEETS! project, streetfootballworld
- Welcome through Football, EFDN

SPECIAL INITIATIVES AND EVENTS

Employability campuses

- FutbolNet Employability, Barça Foundation

Community actions and volunteering

- Football and Education, Albion in the Community
- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co,
- Ready4Employment, Rangers Charity Foundation
- Sport 4 Life
- Sport for Refugees, Yoga and Sport for Refugees
- Welcome through Football, EFDN

Networking, team building, social and cultural events (e.g. sport, cuisine, music, dance)

- BX Connect to Work, BX Represent
- FutbolNet Employability, Barça Foundation
- Goals for my Future III, Mentor Management-Entwicklung-Organisation GmbH & Co.
- HITZ, Premiership Rugby
- Match Days, Feyenoord FC
- Welcome through Football, EFDN

Conclusions and Next Steps



The 21 best practices and the learnings from the various employment activities, approaches and outcomes identified provide the STEP4Youth project partners with a strong foundation to collaboratively work on a new sports-based methodology designed specifically to build employability competences and skills among unaccompanied youth minors in Europe.

Project partners will endeavour to incorporate key learnings into the design of the new methodology to enhance the likelihood of achieving employment outcomes for refugee and migrant unaccompanied minors. The new methodology will be developed and piloted in Catalonia, Greece and Italy in 2021 with STEP4Youth project partners, Barça Foundation, Organization Earth, and Cooperativa Prospettiva, respectively.

Picture of Yoga and Sports for Refugees, Hilde Honerud



GLOSSARY OF TERMINOLOGY

ASYLUM SEEKER: A non-EU national or a stateless person who has made an application for asylum in respect of which a final decision has not yet been taken.

BEST PRACTICE: A procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption.

EMPLOYMENT: Employment is an agreement between an individual and another entity that stipulates the responsibilities, payment terms and arrangement, rules of the workplace, and is recognized by the government.

EMPLOYABILITY: The capacity to develop those skills and abilities to be employed.

EMPLOYABILITY SKILLS: Employability skills are the essential skills, personal qualities and values that enable an individual to thrive in any workplace.

EMPLOYABILITY COMPETENCES: Refers to those basic competences required to acquire and maintain a job, independently of employment type. Competences are more than simply knowledge that has been taught; they involve a mobilization of practical skills, creative abilities and other psychosocial resources such as attitudes, motivation and values.

FOOTBALL3: Developed by the organisation streetfootballworld, football3 is a unique way of playing football based on the principle that the basic values of fair play, gender equality, teamwork and respect are just as important as football skills and competition.

HARD SKILLS: Hard skills are job-specific and teachable abilities acquired and enhanced through practice, repetition, and education (e.g. certification programmes, coaching, formal and nonformal education).

IMMIGRATION: The act of leaving one's country and moving to another country of which they are not native, nor a citizen, to settle or reside there, especially as a permanent resident or naturalized citizen.

INTEGRATION: A dynamic, two-way process of mutual accommodation by migrants and by the societies that receive them.

MENTOR: A person who gives a younger or less experi-

enced person help and advice over a period of time.

MIGRANT: A person who moves from one's own country to another to settle or reside there, especially as a permanent resident or naturalised citizen.

MIGRATION: The movement of a person or a group of persons, either across an international border (international migration), or within a state (internal migration).

MINOR: A person who, according to the law of his/her respective country, is under the age to exercise specific civil and political rights.

NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET): The status of a person who is not enrolled in education and who is not working or being trained for work.

REFUGEE: A person who meets the eligibility criteria under the applicable refugee definition, as provided for international or regional refugee instruments, under UNHCR's mandate, and/or in national legislation.

SOFT SKILLS: A combination of social skills, communication skills, personality traits, attitudes, professional attributes, social intelligence, and emotional intelligence, which empower people to move around their environment, work well with others and perform well.

SOCIAL EXCLUSION: The experience of marginalisation and disengagement from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime, poor health, and family breakdown.

SOCIAL INCLUSION: The process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice, and respect for rights.

SPORT-BASED: An intervention that uses sport as a tool in interventions that have social objectives (e.g. employability, education, and social inclusion).

UNACCOMPANIED MINOR: A child under 18 outside their country of origin who is not accompanied by a close adult relative who, by law or custom, is responsible to do so.

AT-RISK / VULNERABLE: Being at risk or vulnerable is defined as an exposure to a marked decrease in standard of living. It is of special concern when it is prolonged, and when standards of living fall below critical thresholds, to a point of deprivation.

YOUTH: People aged between 15 and 24 years old.



Picture of Welcome through Football

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- 7. Hutchinson, J., Dickinson, B., Hooley, T. and Vickers, R. (2015).** The D2N2 employability framework: Employers and schools supporting young people's routes to work. AVAILABLE: https://derby.openrepository.com/bitstream/handle/10545/583871/D2N2_Employability_Framework.pdf?sequence=1&isAllowed=y. [Last accessed 19th June 2020].

Annex 1

ORGANISATION:

(Country, name and description of the organisation)

PROJECT TITLE:**PROJECT:**

(Background and description of the project)

TARGET GROUP:

(What is the target group and the needs and challenges addressed)

OBJECTIVES:

(Describe the main objectives and details of the approach of the project)

METHODOLOGY:

(Describe briefly the methodology of the project)

CHALLENGES:

(Describe briefly the challenges you experienced while implementing the project and highlight the dos and don'ts of the project during the implementation phase)

GOOD PRACTICE:

(Describe why you consider it as good practice for other organisations)

STAKEHOLDERS AND PARTNERS:

(Which stakeholders and partners were involved in the project and what is the added value of them in the project?)

MAIN OUTCOMES & IMPACT:

(Describe the main outcomes, impact, results and findings of the project)

BENEFICIARIES:

(Describe the beneficiaries of your project)

CONTACT DETAILS:**WEBSITE:****RELATED WEBSITES:****AVAILABLE MATERIALS:****PHOTOS:**

(Please add 2 photos of the project if possible)

Annex 2

NAME OF INITIATIVE	TYPE OF INITIATIVE	NAME OF ORGANISATION	REGION	LINK TO MORE INFORMATION
ASPIRE – Activity, Sport, Play for the Inclusion of Refugees in Europe	PROJECT	European Non-Governmental Sports Organisation (ENGSO)	<i>Pan-European</i>	http://www.aspiresport.eu/
BX Connect to Work	PROGRAMME	BX Represent	<i>Belgium</i>	https://www.bxrepresent.com/nl/cips/bx-connect-to-work
Football and Education	PROGRAMME	Albion in the Community	<i>Brighton, United Kingdom</i>	https://www.albioninthecommunity.org.uk/
Football For Employability	PROGRAMME	UEFA Foundation	<i>Romania, Hungary, Ireland, United Kingdom</i>	https://uefafoundation.org/action/football-for-employability/
FutbolNet Employability	PROGRAMME	Barça Foundation	<i>Catalonia, Italy, Greece</i>	https://foundation.fcbarcelona.com/futbolnet
Goals for my Future III	PROJECT	Mentor Management-Entwicklung-Organisation GmbH & Co	<i>Austria</i>	https://www.mentor.at/kurse/jugendliche/fore-zukunft-goals-future/
HITZ Programme	PROGRAMME	Premiership Rugby	<i>United Kingdom</i>	https://www.premiershiprugby.com/community/hitz/
Integration of Refugees Through Sport	PROGRAMME	International Sport and Culture Association (ISCA)	<i>Pan-European</i>	www.isca.org
Job dans La Ville	PROGRAMME	Sport dans La Ville	<i>France</i>	https://www.sportdanslaville.com/our-programs/job-dans-la-ville/fonds-social-europeen/?lang=en
Magners Employability Programme	PROGRAMME	Celtic Football Club Foundation	<i>Scotland</i>	www.celticfc.net/news/11133
Match Days	PROJECT	Feyenoord Football Club	<i>Netherlands</i>	https://www.feyenoord.nl/maatschappelijk/projecten/werk/matchdays
Ready4Employment	PROJECT	Rangers Charity Foundation	<i>Scotland</i>	https://www.rangerscharity.org.uk/in-the-community/community-programmes/employability/ready4employment
Scoring For The Future - Developing Life Skills for Employability Through Football	METHODOLOGY	streetfootballworld	<i>Pan-European</i>	https://www.streetfootballworld.org/latest/blog/scoring-future-increasing-youth-employability-through-sport
Sport2Work	MANUAL	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	<i>(Germany) Ethiopia</i>	https://www.sport-for-development.com/imglib/downloads/gtz2017-en-s4da-manual-sport2work.pdf
Sport 4 Life	ORGANISATION	Sport 4 Life	<i>United Kingdom</i>	https://sport4life.org.uk/
Sport For Refugees	PROGRAMME	Yoga and Sport For Refugees	<i>Lesbos, Greece</i>	https://sportforrefugees.org/
Street League	ORGANISATION	Street League	<i>United Kingdom</i>	https://www.streetleague.co.uk/
Tackling Youth Unemployment	PROJECT	streetfootballworld, Nissan Europe and UEFA Foundation	<i>France and United Kingdom</i>	https://uefafoundation.org/action/tackling-youth-unemployment/
Team Up for NEETs!	TOOLKIT	streetfootballworld	<i>Pan-European</i>	https://www.streetfootballworld.org/project/team-neets-innovation-youth-employability
The Sport for Protection Toolkit	TOOLKIT	UNHCR, International Olympic Committee and Terre des Hommes	<i>Global</i>	https://www.unhcr.org/publications/manuals/5d35a7bc4/sport-for-protection-toolkit.html
Welcome through Football	PROGRAMME	EFDN	<i>Pan-European</i>	https://www.efdn.org/blog/project/welcome-through-football-uefa-foundation/



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YOUTH.**



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