



Inclusion of Resilient Minds

Skills for Refugees and Youth

A practical training guide to support employability, entrepreneurship and personal development.



EMPLOYABILITY



SKILLS



ENTREPRENEURSHIP



GROWTH



INCLUSION

*Building skills.
Creating opportunities.
Empowering futures.*



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Guidelines on Employability and Entrepreneurship

Contents

1. Introduction to the Guide	7
1.1 Purpose of the Guide.....	7
1.2 Project Context.....	7
1.3 Target Groups	8
1.4 How to Use This Guide.....	8
1.5 Learning Approach	9
1.6 Linking Employability, Entrepreneurship and Resilience	9
2. Setting the Ground: Self-Awareness & Personal Strengths	10
2.1 Why Self-Awareness Matters	10
2.2 Understanding Employability	10
2.3 Recognising Your Strengths	11
2.4 Practical Tool: Strength Mapping	11
2.5 Discovering Your Motivation: The Ikigai Concept	12
2.6 Understanding Your Personal Journey.....	13
2.7 Creating a Safe and Supportive Learning Environment.....	14
2.8 Key Takeaways	14
3. Understanding the Labour Market & Workplace Culture.....	14
3.1 Labour Market Dynamics	14
3.2 Skills Shortages & Growth Sectors.....	15
3.3 Employer Expectations	16
3.4 Workplace Culture	16
3.5 Cross-Cultural Communication	17
3.6 Real Market Exposure.....	17
3.7 Key Takeaways	19
4. Professional Communication & Digital Presence.....	19
4.1 Professional Communication	19
4.2 Digital Identity	20

4.3 Email & Phone Communication	20
4.4 LinkedIn Profile Building	21
4.5 Digital Job Search Skills	22
4.6 Key Takeaways	24
5. Job Application Skills	24
5.1 Recruitment Processes Explained Simply.....	24
5.2 What Recruiters Look For.....	25
5.3 Common Barriers for Refugees & Migrants.....	25
5.4 Practical Tools	26
5.5 Networking and Access to Opportunities	28
5.6 Alternative Entry Pathways to Employment.....	30
5.6.1 Internships & Work Placements	30
5.6.2 Apprenticeships.....	31
5.6.3 Volunteering as a Bridge to Employment.....	31
European Solidarity Corps (ESC)	31
5.6.4 Why These Pathways Matter	32
5.7 Key Takeaways	33
6. Workplace Skills for Long-Term Employability	33
6.1 Soft Skills and Their Role in Job Retention.....	33
6.2 Time Management & Teamwork.....	34
6.3 Conflict Resolution Basics.....	34
6.4 Practical Tools	35
6.5 Sector Pathways	36
6.6 Basic Labour Rights and Protection at Work.....	38
6.6.1 Employment Contracts.....	38
6.6.2 Minimum Wage	39
6.6.3 Working Hours and Conditions	39
6.6.4 Worker Rights	39
6.6.5 Avoiding Exploitation.....	40
6.6.6 Where to Find Support.....	40
6.7 Key Takeaways	41
7. Introduction to Entrepreneurship	41
7.1 What is Entrepreneurship?	41
7.2 Entrepreneurship as an Alternative Pathway to Employment.....	42
7.3 Refugee & Migrant Entrepreneurship: Opportunities & Challenges	42

7.4 Ethical and Sustainable Entrepreneurship.....	43
7.5 Practical Tools	43
7.6 Key Takeaways	44
8. From Idea to Small Business	45
8.1 Understanding Customer Needs.....	45
8.2 Basic Business Thinking.....	45
8.3 Available Support Systems	46
8.4 Practical Tools	47
8.5 Access to Funding and Financial Resources.....	48
8.6 Basic Legal and Administrative Steps	50
8.6.1 Business Registration (Basic Overview).....	50
8.6.2 Taxes (Introductory Understanding)	50
8.6.3 Licences and Permits	50
8.6.4 Why This Matters	51
8.6.5 Where to Find Support.....	51
8.7 Key Takeaways.....	51
9. Personal Action Planning & Goal Setting.....	52
9.1 Setting SMART Goals	52
9.2 Short-Term vs Long-Term Planning.....	52
9.3 Lifelong Learning Mindset	53
9.4 Practical Tools	54
9.5 Key Takeaways.....	55
10. Reflection, Evaluation & Next Steps	55
10.1 Importance of Reflection in Learning.....	55
10.2 Measuring Personal Progress	56
10.3 Practical Tools	56
10.4 Progress & Impact Tracking	58
10.5 Follow-Up Monitoring.....	59
10.6 Key Takeaways.....	60
11. Annexes & Resources	60
11.1 Useful Links and Platforms.....	60
European Employment Platforms	60
Spain – Main Job Websites	61
Other useful ones.....	61

<i>Greece – Main Job Websites</i>	61
Other useful ones	61
<i>Turkey – Main Job Websites</i>	61
Other useful ones	61
<i>Learning Platforms</i>	62
<i>Language Learning</i>	62
<i>Entrepreneurship Platforms</i>	62
11.2 Support Services for Refugees & Migrants	62
11.3 Multimedia & Practical Resources	62
<i>11.3.1 Video Tutorials</i>	62
CV & Job Applications	62
Job Search & Career Skills	63
Digital Tools	63
Entrepreneurship	63
<i>11.3.2 CV, Business, and Interview Templates</i>	64
CV Templates	64
Business Tools	64
Interview Preparation	64
11.4 Freelancing & Online Work Platforms	64
11.5 Key Takeaways	65
12. Recommendations for Support Actors	65
12.1 For Employers	65
Inclusive Hiring Practices	65
Supporting Refugee Integration	66
12.2 For Mentors & Youth Workers	66
Coaching Approaches	66
Trauma-Informed Support	66
12.3 For NGOs	67
Programme Design Recommendations	67
Outreach Strategies	67
12.4 For Local Authorities	67
Policy Support	67
Integration Measures	68

12.5 Cross-Sector Collaboration	68
Key Elements.....	68
12.6 Key Takeaways	68
13. Final Remarks	68
<i>A Message to Participants</i>	69
<i>A Message to Stakeholders</i>	70
<i>Looking Forward</i>	70
Annex 1: Using This Guide in Training and Mentorship Activities	70
1. Suggested Workshop Structure	70
1. Introduction (10–15 minutes).....	70
2. Input & Exploration (20–30 minutes).....	71
3. Practical Activity (30–45 minutes)	71
4. Reflection & Discussion (15–20 minutes)	71
5. Closing & Next Steps (5–10 minutes)	71
2. Suggested 10-Session Facilitation Model	71
Session 1: Introduction & Group Building	71
Session 2: Self-Awareness & Strengths.....	71
Session 3: Motivation & Personal Goals	72
Session 4: Understanding the Labour Market.....	72
Session 5: Communication & Digital Presence	72
Session 6: Job Application Skills.....	72
Session 7: Workplace Skills.....	72
Session 8: Introduction to Entrepreneurship	72
Session 9: From Idea to Action.....	72
Session 10: Personal Action Planning & Reflection.....	72
3. How Mentors Can Use the Exercises.....	72
Practical Tips for Mentors.....	73
Examples of Mentoring Use	73
4. Creating an Inclusive Learning Environment	73
Key Principles.....	73
5. Flexibility and Adaptation.....	73

1. Introduction to the Guide

1.1 Purpose of the Guide

This guide has been developed within the framework of the Erasmus+ project “**Inclusion of Resilient Minds: Skills for Refugees and Marginalized Youth**”, a small-scale partnership in the field of youth that brings together organizations from Spain, Greece, and Turkey. The project aims to support the social, economic, and psychological integration of young refugees and migrants by strengthening their employability, entrepreneurial competences, and resilience.

The guide is designed as a **practical and accessible resource** that combines knowledge, tools, and activities to support young people in their transition towards employment or self-employment. It follows a holistic approach, recognising that successful integration depends not only on professional skills, but also on personal development, mental well-being, and social inclusion.

By using this guide, participants can gradually build confidence, identify their strengths, and take concrete steps towards their future goals.

1.2 Project Context

Across Europe and neighbouring regions, many young refugees and migrants face significant challenges when trying to access education and employment opportunities. These challenges may include:

- **Language barriers**, which can make communication and learning more difficult
- **Limited access to education and training**, often due to disrupted learning pathways
- **Social exclusion and discrimination**, which can affect confidence and opportunities
- **Psychological stress**, often linked to displacement, uncertainty, or past experiences

At the same time, these young people bring valuable strengths, such as adaptability, resilience, and intercultural perspectives.

This project responds to these realities by promoting **integrated learning pathways** that combine:

- Language development to support communication and integration
- Vocational training to build practical and job-related skills
- Entrepreneurship support to encourage self-employment and initiative
- Psychosocial resilience-building to strengthen confidence and well-being

The partnership brings together complementary expertise:

- The Spanish partner, Asociación AIGB, focuses on employability, entrepreneurship, and labour market connections

- The Greek partner, Spartan Studies Society, contributes innovative approaches to language learning and social integration
- The Turkish partner, International Daphne Youth Education Association, brings strong experience in youth work, education, and community-based support

Together, the partners aim to develop a **replicable and adaptable model** that can support refugee integration in different European contexts.

1.3 Target Groups

This guide is primarily designed for:

- **Young refugees and migrants (18–35 years old)** who are exploring employment or entrepreneurship opportunities
- **Youth workers, trainers, and mentors** who support their learning and integration
- **NGOs, educators, and community organisations** working in inclusion, employability, and youth development

It can also be useful for **employers, local authorities, and support organisations** interested in creating more inclusive labour markets and supporting diverse talent.

The content is written in a clear and accessible way so that it can be used by people with different educational and professional backgrounds.

1.4 How to Use This Guide

This guide is designed to be **flexible and adaptable** to different learning contexts and needs.

It can be used:

- As a **self-learning resource** for individuals exploring their career path
- In **group workshops or training sessions** facilitated by youth workers or educators
- As a **toolkit for mentoring programmes**
- As a **reference resource** for organisations developing integration initiatives

Each chapter includes a combination of:

- Simple theoretical explanations to introduce key concepts
- Practical tools and step-by-step activities
- Real-life examples to connect learning with real situations

Users are encouraged to actively engage with the content, complete the activities, and reflect on their own experiences. Learning becomes more meaningful when it is connected to personal goals and real-life situations.

1.5 Learning Approach

The methodology of this guide is based on **non-formal education principles**, which focus on active participation, practical learning, and personal development.

Key elements of the approach include:

- **Learner-centred learning** – adapting to the needs, experiences, and pace of each participant
- **Experiential learning** – learning by doing, reflecting, and applying knowledge
- **Trauma-informed and culturally sensitive practices** – creating safe, respectful, and inclusive environments
- **Practical orientation** – focusing on real-life skills and situations

Special attention is given to building:

- Confidence and self-belief
- Autonomy and decision-making skills
- Resilience and the ability to overcome challenges

These elements are essential for both employment and entrepreneurship pathways.

1.6 Linking Employability, Entrepreneurship and Resilience

In today's rapidly changing labour market, employability is not only about finding a job. It is about having the ability to:

- Adapt to new environments and expectations
- Continuously learn and develop new skills
- Navigate challenges, uncertainty, and change

At the same time, **entrepreneurship** offers an alternative pathway. It allows individuals to:

- Create their own opportunities
- Use their skills and creativity in new ways
- Contribute to their communities through innovative solutions

At the core of both pathways lies **resilience**—the ability to face difficulties, recover from setbacks, and continue moving forward.

This guide brings together these three dimensions—**employability, entrepreneurship, and resilience**—as part of one learning journey. Developing them together increases the chances of long-term success, inclusion, and personal fulfilment.

2. Setting the Ground: Self-Awareness & Personal Strengths

2.1 Why Self-Awareness Matters

Before entering the labour market or starting a business, it is essential to understand **who you are, what you can offer, and what you want to achieve.**

For many young refugees and migrants, personal and professional journeys are not always linear. Experiences such as moving to a new country, adapting to a different culture, or facing interruptions in education can create uncertainty. However, these experiences also build valuable strengths, such as resilience, adaptability, and problem-solving.

Developing self-awareness helps you to:

- **Recognise your skills, talents, and experiences**, including those gained outside formal education
- **Understand your values and motivations**, which influence your decisions and goals
- **Identify your interests and career directions**, making your choices more focused
- **Build confidence in your abilities**, even if you are just starting
- **Make informed decisions about your future**, based on what truly fits you

Self-awareness is the **first step** towards both employability and entrepreneurship. It allows you to move forward with clarity and purpose.

2.2 Understanding Employability

Employability is not just about getting a job—it is about having the **skills, mindset, and flexibility** to find, keep, and grow in work over time.

It includes a combination of:

- **Technical and professional skills**, related to specific jobs or sectors
- **Personal and social competences**, which help you work with others
- **The ability to learn and adapt**, especially in changing environments
- **Confidence and self-presentation**, which influence how others perceive you

Key Employability Skills (21st Century Skills)

These skills are highly valued by employers across different sectors:

- **Communication** – expressing ideas clearly and listening to others. This helps avoid misunderstandings and build strong relationships
- **Teamwork** – working effectively with people from different backgrounds. This is essential in most workplaces
- **Adaptability** – adjusting to new environments, tasks, or challenges. This is especially important in dynamic labour markets
- **Problem-solving** – finding solutions in difficult or unexpected situations

- **Digital skills** – using technology for communication, job searching, and daily work tasks
- **Initiative** – taking action, showing motivation, and being proactive

Tip: Many of these skills are developed through **life experiences**, not only through formal education. Everyday situations can teach valuable lessons.

2.3 Recognising Your Strengths

Everyone has strengths—even if they are not immediately visible.

Sometimes people focus only on what they lack, especially when entering a new environment. However, recognising your strengths is essential for building confidence and identifying opportunities.

Your strengths can come from:

- Previous work or volunteering experience
- Education or training
- Daily life activities and responsibilities
- Your migration journey and adaptation process

Examples of Hidden Strengths

- Speaking multiple languages
- Navigating new systems and cultures
- Supporting family or community members
- Managing difficult or stressful situations

These experiences are valuable and can be transferred to many jobs or business ideas.

2.4 Practical Tool: Strength Mapping

Activity: “My Strength Map”

This activity helps you identify and organise your strengths.

Step 1: Reflect on your experiences

Think about:

- What have I done in the past?
- What challenges have I overcome?
- What am I proud of?

Step 2: Identify your skills

Write down:

- Things you are good at
- Things people appreciate about you
- Skills you use in daily life

Step 3: Categorise your strengths

Group them into:

- Personal strengths (e.g. patience, resilience)
- Social skills (e.g. communication, teamwork)
- Practical skills (e.g. cooking, repairing, organising)

Step 4: Connect to opportunities

Ask yourself:

- How can I use these strengths in a job or business?

Reflection: This activity helps you see that you already have valuable skills—you are not starting from zero.

2.5 Discovering Your Motivation: The Ikigai Concept

The Japanese concept of **Ikigai** helps you explore what gives meaning and direction to your life and work.

It combines four important elements:

- What you **love**
- What you are **good at**
- What the **world needs**
- What you can be **paid for**

When these elements overlap, they can guide you towards meaningful career or business ideas.

Activity: “My Ikigai Reflection”

- Draw four circles (or sections)
- Write in each one:
 - Things you enjoy
 - Your skills
 - Needs in your community
 - Possible job or business ideas

Then look at where they connect.



This exercise can help you identify directions that are both meaningful and realistic.

2.6 Understanding Your Personal Journey

Your personal journey is an important part of your identity—and it can also be a source of strength.

Reflecting on your journey helps you understand how your past experiences have shaped your skills, mindset, and goals.

Activity: “My Career Journey”

Think about:

- Where did I start?
- What important moments shaped me?
- What challenges did I face?
- What did I learn from them?
- Where do I want to go next?

Tip: There are no “wrong paths.” Every experience—positive or difficult—can become a resource for your future.

2.7 Creating a Safe and Supportive Learning Environment

When working in groups, it is important to create a space where everyone feels comfortable and respected.

A safe learning environment allows participants to share experiences, express themselves, and learn from each other without fear.

Participants should feel:

- **Respected** – their opinions and experiences are valued
- **Heard** – they have space to speak and be listened to
- **Safe** – they can share without fear of judgement

Example Group Guidelines

- Listen without interrupting
- Respect different opinions and experiences
- Keep personal stories confidential
- Support each other

This is especially important when working with people who may have experienced difficult situations or transitions.

2.8 Key Takeaways

In this section, you explored the importance of self-awareness as a foundation for your future.

- Self-awareness helps you understand your strengths, goals, and motivations
- Your experiences—including challenges—are valuable and can become strengths
- Employability includes both skills and mindset, not only qualifications
- Everyone has strengths that can be identified and developed
- Reflection is a powerful tool for personal growth and decision-making

Building self-awareness is the **first step towards creating your own path** in employment or entrepreneurship.

3. Understanding the Labour Market & Workplace Culture

3.1 Labour Market Dynamics

The labour market is constantly changing. Jobs appear, evolve, or disappear depending on different factors such as economic developments, new technologies, and social changes.

For young refugees and migrants, understanding how the labour market works in the host country is essential. It helps you identify opportunities, prepare for expectations, and make informed decisions about your career path.

Key Concepts

- **Supply and demand** – Employers look for specific skills, while job seekers offer their abilities. When certain skills are in high demand, it becomes easier to find work in those areas
- **Formal vs informal work** – Formal work includes contracts, legal rights, and social protection, while informal work may not provide security or legal protection
- **Hidden job market** – Many jobs are not publicly advertised and are filled through personal contacts, recommendations, or networking

Tip: The more you understand how the labour market works, the better you can position yourself and make strategic choices.

3.2 Skills Shortages & Growth Sectors

In many countries, some sectors are actively looking for workers because there are not enough local candidates to fill available positions. These are often good entry points into the labour market.

Common Growth Sectors (may vary by country)

- **Tourism and hospitality** – hotels, restaurants, and customer service roles, often offering entry-level opportunities
- **Construction and technical trades** – jobs requiring practical skills, reliability, and physical readiness
- **Health and care services** – including support roles in healthcare and elderly care
- **Agriculture and food production** – seasonal or long-term work in food-related sectors
- **Logistics and delivery services** – transport, warehousing, and distribution
- **Green jobs** – roles related to sustainability, recycling, and environmental protection
- **Digital and technology-related roles** – from basic digital support to more advanced technical positions

These sectors often provide opportunities to **gain experience, develop skills, and grow professionally over time.**

Activity: Labour Market Exploration

- Research 2–3 sectors in your area
- Identify:
 - What jobs are available?
 - What skills are required?
 - What qualifications (if any) are needed?

Reflection: This activity helps you understand where opportunities exist and how you can prepare for them.

3.3 Employer Expectations

Employers are not only looking for qualifications—they are also looking for attitude, reliability, and willingness to learn.

What Employers Typically Expect

- **Reliability and punctuality** – arriving on time and completing tasks as expected
- **Willingness to learn** – being open to new tasks and improving skills
- **Respect for rules and colleagues** – following workplace norms and behaving professionally
- **Basic communication skills** – understanding instructions and interacting with others
- **Teamwork and cooperation** – working well with colleagues
- **Problem-solving attitude** – trying to find solutions instead of giving up

In many cases, **soft skills are just as important as technical skills.**

Tip: Even if you have limited experience, showing motivation and a positive attitude can make a strong impression.

3.4 Workplace Culture

Workplace culture refers to the values, behaviours, and expectations that shape how people work together in a specific environment.

Understanding workplace culture helps you adapt more easily and feel more confident in your role.

Examples of Workplace Culture Elements

- Working hours and expectations around punctuality
- Communication style (formal or informal)
- Hierarchy and decision-making (who makes decisions and how)
- Teamwork and collaboration
- Attitudes towards diversity, gender equality, and inclusion

Workplace culture may be different from what you are used to. Learning to understand and navigate these differences is an important step toward successful integration.

Important: Adapting to a new work culture does not mean losing your identity—it means learning how to work effectively in a new environment.

3.5 Cross-Cultural Communication

In many workplaces, people come from different cultural backgrounds. This makes communication both more interesting and sometimes more challenging.

Developing cross-cultural communication skills helps you avoid misunderstandings and build positive relationships.

Key Skills

- **Active listening** – paying attention and showing interest in what others say
- **Respect for differences** – being open to different perspectives and ways of working
- **Clarity in communication** – expressing yourself in a simple and understandable way
- **Awareness of non-verbal signals** – understanding body language, tone, and gestures
- **Avoiding assumptions** – not judging others based on stereotypes

Activity: Cultural Scenarios

Discuss situations such as:

- Misunderstandings in communication
- Different ways of giving feedback
- Expectations about time and deadlines

Reflect on:

- What happened?
- Why did it happen?
- How could it be handled better?

Reflection: Understanding differences improves both communication and teamwork.

3.6 Real Market Exposure

Learning about the labour market is important—but real understanding comes from **direct experience and interaction**.

3.6.1 Introduction to Local Labour Ecosystems

A labour ecosystem includes all the actors involved in employment in your area:

- Employers and companies
- NGOs and support organisations
- Training centres
- Public employment services
- Local authorities

Activity: Mapping Your Local Ecosystem

Identify:

- Where can you find job support?
- Which organisations offer training or guidance?
- Which sectors are strong in your region?

This helps you understand where to look for opportunities and support.

3.6.2 Understanding Employer Needs in Practice

Job descriptions do not always show the full picture. It is important to understand what employers really expect in daily work.

How to Learn This

- Talking directly to employers
- Participating in job fairs or networking events
- Visiting workplaces
- Asking questions during interviews

Key Questions to Explore

- What skills are most important in this job?
- What challenges do employees face?
- What makes someone successful in this role?

Tip: Showing curiosity and interest can leave a positive impression on employers.

3.6.3 Case Studies from Real Employers

Real examples help you better understand expectations in different sectors.

Hospitality Sector

A restaurant manager values:

- Flexibility with working hours
- Ability to work under pressure
- Basic communication with customers

Construction Sector

A company looks for:

- Reliability and punctuality
- Physical readiness

- Respect for safety rules

Social Enterprise / NGO Sector

An organisation prefers:

- Motivation and commitment
- Ability to work with diverse groups
- Interest in social impact

These examples show that **attitude and behaviour are often as important as technical skills.**

3.7 Key Takeaways

In this section, you explored how the labour market works and what employers expect.

- The labour market is dynamic and influenced by economic and social changes
- Some sectors offer more opportunities due to skills shortages
- Employers value attitude, motivation, and soft skills
- Understanding workplace culture helps you adapt and succeed
- Direct contact with the labour market increases your chances of finding opportunities

Being informed and proactive helps you move from uncertainty to opportunity.

4. Professional Communication & Digital Presence

4.1 Professional Communication

Professional communication is essential for finding a job, keeping it, and building positive relationships in the workplace.

It includes how you:

- Speak and listen
- Write messages (emails, applications)
- Present yourself
- Interact with colleagues, employers, and clients

Strong communication skills help you **build trust, avoid misunderstandings, and create opportunities.**

Key Principles of Professional Communication

- **Be clear and respectful** – express your ideas in a simple and polite way
- **Use appropriate language** – adapt your tone depending on the situation (formal or semi-formal)
- **Listen actively** – pay attention, ask questions, and show understanding

- **Adapt to the context** – communicate differently depending on whether you are speaking to a colleague, manager, or customer

Tip: Good communication is not only about speaking—it is also about **listening and understanding others**.

4.2 Digital Identity

Your digital identity is how you present yourself online. Today, many employers check online profiles before making hiring decisions.

What you share online can influence how others perceive you professionally.

What Shapes Your Digital Identity

- Social media profiles
- Professional platforms (e.g. LinkedIn)
- Comments, posts, and interactions
- Photos and shared content

Good Practices

- Use a **professional and clear photo**
- Share **positive and relevant content**
- Avoid **offensive or inappropriate posts**
- Keep your profiles **updated and consistent**

Think of your online presence as a **digital CV** that people can see at any time.

Reflection: Would an employer feel confident hiring you based on your online presence?

4.3 Email & Phone Communication

Email Communication

Email is one of the most common forms of professional communication.

Basic Structure of a Professional Email

1. **Subject line** – clear and relevant (e.g. “Job Application – Sales Assistant”)
2. **Greeting** – polite and formal (e.g. “Dear Mr./Ms.”)
3. **Message** – short, clear, and focused
4. **Closing** – polite ending (e.g. “Kind regards”)
5. **Signature** – your name and contact details

Tips for Writing Emails

- Keep your message **concise and clear**
- Avoid informal language, slang, or emojis
- Check spelling and grammar before sending
- Make sure you answer all necessary points

Phone Communication

Phone calls are often used for first contact or interviews.

Tips for Phone Communication

- Introduce yourself clearly
- Speak slowly and politely
- Listen carefully and do not interrupt
- Take notes if needed

Practice: Prepare a short self-introduction (name, background, goal) before making or receiving calls.

4.4 LinkedIn Profile Building

LinkedIn is one of the most important tools for professional networking and job searching.

Even if you have limited experience, it can help you **present your skills, connect with others, and find opportunities.**

Key Elements of a Strong Profile

- **Professional photo** – simple and clear
- **Headline** – a short description (e.g. “Motivated hospitality worker”)
- **Summary** – a few sentences about who you are and what you are looking for
- **Skills and experience** – including volunteering or informal experience
- **Education and training**

How to Use LinkedIn

- Connect with professionals and organisations
- Follow companies you are interested in
- Search and apply for jobs
- Share achievements, training, or learning experiences

Tip: You do not need a lot of experience—focus on showing your **motivation, skills, and willingness to learn.**

4.5 Digital Job Search Skills

4.5.1 Job Portals & Employment Platforms

Many job opportunities are available online through different platforms.

Examples of Platforms

- National employment websites
- International platforms such as Indeed or EURES
- NGO or community job platforms

Tips for Using Job Portals

- Create a **complete and clear profile**
- Use **keywords** related to your skills
- Apply regularly, not only once
- Set job alerts to receive new opportunities

Consistency is key—regular applications increase your chances.

4.5.2 Online Applications

Most job applications are submitted online, so it is important to follow instructions carefully.

Steps for Online Applications

1. Read the job description carefully
2. Adapt your CV to match the job
3. Write a short motivation message
4. Fill in all required fields
5. Submit your application correctly

Common Mistakes to Avoid

- Sending incomplete applications
- Using the same message for every job
- Ignoring instructions or deadlines

Tip: Taking a few extra minutes to personalise your application can make a big difference.

4.5.3 Online Interviews

Online interviews are now very common and require some preparation.

Before the Interview

- Test your internet connection
- Check your camera and microphone
- Choose a quiet and clean background
- Dress professionally

During the Interview

- Look at the camera (not only the screen)
- Speak clearly and calmly
- Show interest and engagement
- Take a moment before answering if needed

Tip: Practising with a friend can help you feel more confident.

4.5.4 Digital Safety & Privacy

When using online platforms, it is important to protect your personal information.

Basic Safety Tips

- Do not share sensitive data (ID numbers, bank details)
- Use strong passwords
- Be careful with suspicious job offers
- Verify companies and platforms before applying

Staying safe online is part of being a responsible digital user.

4.5.5 Remote Work Basics

Remote work means working online or from home. It is becoming more common in many sectors.

Key Skills for Remote Work

- Time management and organisation
- Self-discipline
- Clear digital communication
- Basic technical skills

Common Remote Work Tools

- Video meeting platforms (e.g. Zoom, Teams)
- Messaging tools
- File-sharing platforms

Tip: Working remotely requires independence, but also strong communication with your team.

4.5.6 Online Business Platforms (for Entrepreneurs)

Digital tools can also support entrepreneurship by helping you promote and sell products or services.

Examples

- Social media platforms (e.g. Facebook, Instagram)
- Online marketplaces
- Freelancing platforms

What You Can Do Online

- Promote your products or services
- Reach new customers
- Build a personal or business brand

Tip: Start simple—use tools you already know and expand step by step.

4.6 Key Takeaways

In this section, you explored how communication and digital tools support your professional development.

- Professional communication helps you build relationships and opportunities
- Your digital identity can influence how employers see you
- Online tools are essential for job searching and networking
- Digital skills are important for both employment and entrepreneurship
- Being safe and responsible online is essential

Strong communication and digital presence can significantly improve your chances in the labour market.

5. Job Application Skills

5.1 Recruitment Processes Explained Simply

Understanding how recruitment works can help you feel more confident and prepared when applying for jobs.

While the process may vary depending on the company or sector, most recruitment processes follow similar steps.

Typical Recruitment Steps

1. **Job advertisement** – the employer publishes a job offer describing the role and requirements
2. **Application submission** – you send your CV and motivation letter
3. **Screening** – the employer reviews applications and selects candidates
4. **Interview** – selected candidates are invited for a conversation
5. **Decision & offer** – the employer chooses a candidate and makes an offer

Knowing these steps helps you understand what to expect and how to prepare at each stage.

Important: Not all jobs follow this exact process. Some opportunities are found through personal contacts, recommendations, or networking.

5.2 What Recruiters Look For

Recruiters are not only looking for experience—they are also looking for **potential, attitude, and reliability**.

Even if you are at the beginning of your career, you can still make a strong impression.

In CVs, recruiters look for:

- Clear and well-structured information
- Relevant skills and experiences (including informal ones)
- Honesty and accuracy
- Signs of motivation and willingness to learn

In interviews, recruiters look for:

- Positive attitude and motivation
- Communication skills
- Basic confidence (even if language level is still developing)
- Ability to work with others
- Interest in the job or sector

Employers often prefer someone who is motivated and reliable over someone with experience but low commitment.

Tip: You do not need to be perfect—showing effort and willingness to learn is very valuable.

5.3 Common Barriers for Refugees & Migrants

Many young people face additional challenges when entering the labour market. Recognising these barriers is the first step toward overcoming them.

Common Barriers

- Language difficulties
- Lack of local work experience
- Non-recognition of qualifications
- Limited professional networks
- Lack of confidence
- Discrimination or bias

These challenges are real, but they are not impossible to overcome.

How to Overcome Them

- Focus on your **transferable skills** (skills that can be used in different contexts)
- Gain experience through **volunteering, internships, or short-term jobs**
- Build networks by connecting with people and organisations
- Practice communication skills regularly
- Seek support from NGOs, mentors, or employment services

Remember: Your background is not only a challenge—it can also be a **strength** that makes you unique.

5.4 Practical Tools

5.4.1 CV Templates & Examples

A CV (Curriculum Vitae) is your first opportunity to present yourself to an employer. It should clearly show who you are and what you can offer.

Basic CV Structure

- Personal details
- Short profile (a few sentences about yourself)
- Work experience (if any)
- Education and training
- Skills (languages, digital skills, practical abilities)

Tips for a Strong CV

- Keep it **clear and simple**
- Use **bullet points** for readability
- Focus on **relevant experience**, even if informal
- Adapt your CV for each job

Tip: Experience such as helping family, volunteering, or community involvement can also be valuable.

5.4.2 Step-by-Step Application Guide

Applying for a job becomes easier when you follow a clear process.

1. Read the job description carefully
2. Adapt your CV to match the requirements
3. Write a short and clear motivation message
4. Submit your application correctly
5. Follow up if needed

Taking time to prepare your application shows professionalism and increases your chances.

Tip: Always review your documents before sending them.

5.4.3 Interview Preparation Framework

Preparing for an interview helps reduce stress and increases your confidence.

Before the Interview

- Learn basic information about the company
- Prepare answers to common questions
- Practice introducing yourself

During the Interview

- Be polite and respectful
- Listen carefully to questions
- Answer clearly and honestly
- Take your time if you need to think

After the Interview

- Reflect on how it went
- Identify what you did well
- Think about what you can improve next time

Tip: Every interview is also a learning experience.

5.4.4 Mock Interview Scenarios & Practice

Practising interviews can help you feel more comfortable and confident.

Common Questions

- Tell me about yourself

- Why do you want this job?
- What are your strengths?
- How do you handle challenges?

Practice Activity

- Work in pairs
- One person acts as the employer, the other as the candidate
- Switch roles

This helps you understand both perspectives and improve your communication.

Tip: The more you practice, the more confident you will feel.

5.5 Networking and Access to Opportunities

Many job opportunities are not advertised—they are found through people and connections.

Networking means building relationships that can support your career development.

5.5.1 How to Approach Employers

- Be polite and respectful
- Introduce yourself clearly
- Show interest in their work
- Ask simple and relevant questions

Example:

“Hello, my name is... I am interested in working in this sector. Could you tell me what skills are important?”

5.5.2 Networking Strategies

Simple ways to build your network:

- Talk to people in your community
- Attend workshops, trainings, or events
- Connect with professionals online
- Stay in contact with people you meet

Networking is about building **relationships over time**, not just asking for a job.

5.5.3 Informational Interviews

An informational interview is a short conversation where you ask someone about their job or sector.

Purpose

- Learn about a profession
- Get advice
- Build connections

Questions You Can Ask

- What does a typical day look like?
- What skills are important?
- How did you start in this field?

Tip: People are often willing to share their experiences if you ask respectfully.

5.5.4 Sector Visits Preparation

Visiting workplaces helps you understand real working environments.

Before the Visit

- Learn basic information about the sector
- Prepare a few questions

During the Visit

- Observe how people work
- Ask questions
- Take notes

This experience helps you connect theory with reality.

5.5.5 Partnerships with Local Businesses

Many organisations collaborate with employers to create opportunities.

Opportunities Include

- Internships
- Training programmes
- Mentorship
- Job placements

Tip: Ask organisations supporting you about available partnerships.

5.5.6 Meeting Employers (Events & Job Fairs)

Job fairs and events are valuable opportunities to meet employers directly.

How to Prepare

- Bring your CV
- Prepare a short self-introduction
- Dress appropriately

During the Event

- Speak to different employers
- Ask questions
- Show interest and motivation

First impressions matter—confidence and attitude can make a difference.

5.6 Alternative Entry Pathways to Employment

For many young people—especially refugees and migrants—entering the labour market directly through a full-time job can be challenging. Barriers such as limited local experience, language difficulties, or lack of professional networks can make this process more difficult.

However, there are several **alternative pathways** that can help you gain experience, develop skills, and increase your chances of employment. These pathways are often more accessible and can serve as an important **first step into the labour market**.

5.6.1 Internships & Work Placements

Internships and work placements allow you to gain **practical experience in a real work environment**. They are usually short-term opportunities that help you understand how a specific sector or job works.

They can be:

- Short-term (a few weeks or months)
- Paid or unpaid (depending on the programme or country)

Benefits

- Gain real work experience
- Learn how a workplace functions
- Develop professional and social skills
- Build confidence
- Improve your CV

Many employers use internships as a way to **identify potential future employees**.

Tip: Even a short internship can open doors to long-term opportunities.

5.6.2 Apprenticeships

Apprenticeships combine **work and learning**, allowing you to gain practical experience while developing new skills.

Key Features

- You work in a company while receiving training
- You may receive a salary or financial support
- You gain recognised experience or certification

Why They Are Valuable

- Provide structured learning
- Offer a clear pathway to employment
- Help you develop both technical and soft skills

Apprenticeships are especially useful in sectors such as construction, hospitality, technical trades, and services.

5.6.3 Volunteering as a Bridge to Employment

Volunteering is often underestimated, but it can be a powerful step toward employment. It allows you to gain experience, develop skills, and become more active in your community.

Through volunteering, you can:

- Gain practical experience in different fields
- Develop communication and teamwork skills
- Build confidence and responsibility
- Meet new people and expand your network
- Receive references that can support your job applications

Volunteering shows **initiative, motivation, and willingness to contribute**, which are highly valued by employers.

European Solidarity Corps (ESC)

One important opportunity for young people in Europe is the European Solidarity Corps.

The European Solidarity Corps is an initiative funded by the European Union that offers young people (18–30 years old) the opportunity to participate in activities that support communities and social causes.

These include:

- Volunteering projects (local or international)
- Solidarity projects
- Community-based initiatives

What ESC Offers

- Covered travel, accommodation, and food (for international projects)
- Monthly pocket money
- Insurance
- Mentorship and support
- A Youthpass certificate recognising your learning

Why It Is Valuable

Participating in the European Solidarity Corps can help you:

- Gain international or local experience
- Develop personal and professional skills
- Improve language and communication skills
- Increase your confidence and independence
- Strengthen your CV

Many participants use their ESC experience as a **stepping stone to employment or further education**.

Tip: Even local volunteering activities can have a strong impact—international experience is a plus, but not a requirement.

5.6.4 Why These Pathways Matter

These alternative pathways are not “less important” than traditional jobs—they are **stepping stones** that help you move forward.

They allow you to:

- Gain local and practical experience
- Understand workplace culture
- Build confidence
- Expand your professional network
- Move closer to stable employment

Many successful careers start with **small opportunities** like internships, volunteering, or apprenticeships.

5.7 Key Takeaways

In this section, you explored how to approach the job application process with confidence.

- Understanding recruitment processes reduces uncertainty
- Employers value motivation, attitude, and soft skills
- Barriers exist, but they can be overcome with the right strategies
- A clear CV and good preparation increase your chances
- Networking and personal connections are key to finding opportunities
- Internships, apprenticeships, and volunteering—including programmes like the European Solidarity Corps—can be effective entry points into the labour market

Every application, interview, and interaction is a step forward in your journey.

6. Workplace Skills for Long-Term Employability

6.1 Soft Skills and Their Role in Job Retention

Getting a job is an important step—but keeping a job and growing in it is equally important.

Soft skills are personal and social abilities that help you work effectively with others, manage responsibilities, and adapt to different situations in the workplace.

These skills are often the reason why employees succeed and progress in their roles.

Key Soft Skills

- **Communication** – expressing yourself clearly and listening to others. This helps avoid misunderstandings and build trust
- **Teamwork** – working well with colleagues and contributing to a positive work environment
- **Responsibility** – being reliable, completing tasks, and taking ownership of your work
- **Adaptability** – adjusting to new tasks, schedules, or changes in the workplace
- **Problem-solving** – finding solutions when challenges arise
- **Emotional control** – managing stress and reacting calmly in difficult situations

Many employers say that people lose jobs not because of a lack of technical skills, but because of difficulties with soft skills.

Example: Being punctual, respectful, and cooperative can often be more important than having perfect technical knowledge.

6.2 Time Management & Teamwork

Time Management

Managing your time effectively helps you stay organised, reduce stress, and complete tasks successfully.

Why It Matters

- It helps you meet deadlines
- It shows reliability to your employer
- It improves productivity and confidence

Basic Time Management Tips

- Arrive on time or a few minutes early
- Plan your tasks for the day
- Prioritise the most important work
- Avoid distractions when possible

Tip: Small habits, such as being punctual every day, build a strong professional reputation.

Teamwork

Most jobs require working with others, so teamwork is an essential skill.

Good Teamwork Means

- Listening to others and respecting their ideas
- Sharing responsibilities and helping when needed
- Communicating clearly within the team
- Being open to feedback
- Supporting colleagues

A positive team environment benefits everyone and improves overall performance.

Tip: A good team member is not only skilled, but also reliable and cooperative.

6.3 Conflict Resolution Basics

Conflicts can happen in any workplace. They are a normal part of working with others, especially in diverse environments.

What matters most is **how you respond to them**.

Common Causes of Conflict

- Miscommunication
- Cultural differences
- Stress or pressure
- Different expectations or working styles

Basic Strategies for Managing Conflict

- Stay calm and avoid reacting emotionally
- Listen to the other person's perspective
- Try to understand the situation from both sides
- Focus on finding a solution, not blaming others
- Ask for support from a supervisor if needed

Handling conflicts in a respectful and constructive way helps maintain a positive work environment.

Tip: Addressing problems early can prevent them from becoming bigger issues.

6.4 Practical Tools

6.4.1 Teamwork Challenges

Activity: “Build Together”

- Participants work in small groups
- They complete a simple task (e.g. building something or solving a problem)

Reflection Questions

- How did the group communicate?
- What worked well?
- What could be improved?

This activity helps participants understand how teamwork works in practice.

6.4.2 Time-Management Self-Assessment

Reflect on your habits:

- Am I usually on time?
- Do I plan my day?
- Do I complete tasks on time?
- What distracts me?

Identifying your habits is the first step toward improving them.

Tip: Set small and realistic goals for improvement.

6.4.3 Workplace Problem-Solving Scenarios

Practising real-life situations helps you prepare for challenges at work.

Scenario Example 1

You arrive late to work several times. Your supervisor is unhappy.

→ What can you do to improve the situation?

Scenario Example 2

A colleague speaks to you in a way you find disrespectful.

→ How do you respond calmly and professionally?

Scenario Example 3

You do not understand a task but feel afraid to ask.

→ What is the best way to handle this?

These scenarios help you practise thinking about solutions in a professional way.

6.5 Sector Pathways

Understanding different sectors helps you identify opportunities and plan your career path.

6.5.1 Jobs in Tourism

Tourism is a major sector in many countries and often provides entry-level opportunities.

Examples of Jobs

- Hotel staff
- Tour guides
- Cleaning and maintenance
- Customer service roles

Skills Needed

- Communication
- Basic language skills
- Customer service attitude

This sector often allows you to gain experience quickly and interact with diverse people.

6.5.2 Hospitality & Gastronomy Opportunities

This sector includes restaurants, cafés, catering, and food services.

Examples of Jobs

- Kitchen assistant
- Waiter/waitress
- Barista
- Food preparation staff

Opportunities

- Fast entry into the labour market
- Learning on the job
- Possibility to grow into higher positions or start your own business

Example: Many entrepreneurs start with small food-related businesses.

6.5.3 Service Sector Routes

The service sector includes a wide range of jobs.

Examples

- Retail (shops, supermarkets)
- Cleaning services
- Logistics and delivery
- Personal services (hairdressing, care work)

Why It's Important

- High demand for workers
- Flexible entry requirements
- Opportunities to gain experience

6.5.4 Green Jobs & Emerging Sectors

These sectors are growing due to environmental and technological changes.

Examples

- Recycling and waste management
- Sustainable agriculture

- Renewable energy
- Environmental education

Why They Matter

- Offer future-oriented opportunities
- Contribute to environmental sustainability
- Provide new career pathways

6.5.5 Entry Points for Refugees & Migrants

Different sectors offer different ways to enter the labour market.

Common Entry Points

- Internships
- Short training courses
- Volunteering
- Entry-level jobs
- NGO-supported programmes

Tips for Entry

- Start with available opportunities
- Be open to learning
- Gain experience step by step
- Build connections in the sector

Important: Your first job is often a starting point—not your final goal.

6.6 Basic Labour Rights and Protection at Work

Understanding your basic labour rights is essential when entering the job market. It helps you protect yourself, recognise fair working conditions, and avoid situations of exploitation.

For many young refugees and migrants, labour systems in a new country may be unfamiliar. Knowing your rights can give you more confidence and help you make informed decisions.

6.6.1 Employment Contracts

A contract is a formal agreement between you and your employer. It defines your role, responsibilities, and working conditions.

What a Contract Should Include

- Job title and description

- Working hours
- Salary or wage
- Duration of employment
- Conditions for ending the contract

Always try to have a **written contract** before starting a job.

Tip: If something is unclear, ask questions before signing.

6.6.2 Minimum Wage

Most countries have a **minimum wage**, which is the lowest amount an employer is legally allowed to pay.

Why It Matters

- Protects workers from unfairly low salaries
- Ensures basic financial security

Being paid below the minimum wage may be illegal in many cases.

Tip: Check official sources or ask support organisations about the minimum wage in your country.

6.6.3 Working Hours and Conditions

Labour laws usually define:

- Maximum working hours per week
- Rest periods and breaks
- Paid leave (holiday days)

What to Expect

- A clear schedule
- Reasonable working hours
- Time for rest and recovery

Extremely long working hours without rest may be a sign of unfair conditions.

6.6.4 Worker Rights

As a worker, you have rights that should be respected by your employer.

Basic Rights Include

- The right to fair pay
- The right to safe working conditions
- The right to be treated with respect
- The right to take breaks and leave
- The right to protection from discrimination

These rights apply regardless of your background or nationality.

6.6.5 Avoiding Exploitation

Exploitation happens when workers are treated unfairly or taken advantage of.

Warning Signs

- No contract or unclear agreement
- Being paid less than agreed
- Delayed or missing payments
- Excessive working hours without rest
- Unsafe or unhealthy working conditions

What You Can Do

- Ask for clear information before accepting a job
- Keep copies of any agreements or communication
- Speak to a trusted person, NGO, or support organisation
- Contact labour authorities if needed

You are not alone—there are organisations that can help you.

Important: Trust your instincts—if something feels wrong, it is important to seek advice.

6.6.6 Where to Find Support

If you have questions or face difficulties at work, you can contact:

- Public employment services
- Labour inspectorates
- NGOs supporting migrants and workers
- Trade unions

Asking for help is a sign of strength, not weakness.

6.7 Key Takeaways

In this section, you explored the skills needed not only to find a job, but also to succeed and grow in it.

- Soft skills are essential for long-term employability
- Time management and teamwork are highly valued by employers
- Conflicts can be managed with the right approach
- Different sectors offer different opportunities
- Starting small can lead to long-term growth
- Understanding your labour rights helps you protect yourself and avoid exploitation

Developing workplace skills helps you build stability, confidence, and future opportunities.

7. Introduction to Entrepreneurship

7.1 What is Entrepreneurship?

Entrepreneurship means creating and developing your own economic activity, such as a business, service, or project.

It involves:

- Identifying opportunities in your environment
- Taking initiative and responsibility
- Solving problems for others
- Creating value for customers or the community

Entrepreneurship is not only about starting a company—it is also about having a **mindset of creativity, initiative, and action**.

An entrepreneurial mindset can be useful in many situations, even if you choose to work as an employee.

Social Entrepreneurship

Social entrepreneurship focuses on solving **social or environmental problems** while also creating sustainable income.

Examples

- A business that employs refugees or supports vulnerable groups
- A food initiative that reduces waste
- A service that helps people access education or support

Key idea: A successful business can create both **financial value and positive social impact**.

7.2 Entrepreneurship as an Alternative Pathway to Employment

For many young people—especially refugees and migrants—entrepreneurship can be a realistic and empowering alternative to traditional employment.

In some cases, barriers such as language, lack of recognised qualifications, or limited work experience can make it difficult to access formal jobs. Entrepreneurship can offer a different path.

Why Entrepreneurship Can Be a Good Option

- It creates opportunities for **self-employment**
- It allows you to use your **skills and talents**
- It offers **independence and flexibility**
- It can help overcome barriers in the labour market

Examples of Simple Business Ideas

- Preparing and selling traditional food
- Offering services (cleaning, repairs, translation, childcare)
- Selling handmade or cultural products

Many businesses start small and grow over time.

Important: You do not need a big idea or a lot of money to start—**small steps are enough.**

7.3 Refugee & Migrant Entrepreneurship: Opportunities & Challenges

Refugees and migrants often face challenges, but they also bring unique strengths that can be valuable in entrepreneurship.

Opportunities

- **Multicultural knowledge** – understanding different cultures and markets
- **Language skills** – communicating with diverse customers
- **Adaptability** – ability to adjust to new situations
- **Life experience** – resilience and problem-solving

These strengths can become **competitive advantages** in business.

Common Challenges

- Limited access to funding
- Lack of information about legal and administrative requirements
- Language barriers
- Limited professional networks

- Lack of confidence or fear of failure

How to Overcome Challenges

- Seek support from NGOs, training programmes, and mentors
- Start with **small, low-risk ideas**
- Build networks and partnerships
- Learn step by step through experience

Reminder: Many successful entrepreneurs started with limited resources—the most important step is to begin.

7.4 Ethical and Sustainable Entrepreneurship

Entrepreneurship is not only about making profit—it is also about **responsibility and long-term impact**.

Ethical Entrepreneurship Means

- Treating customers and workers fairly
- Being honest and transparent
- Respecting laws and regulations

Sustainable Entrepreneurship Means

- Considering environmental impact
- Using resources responsibly
- Supporting local communities

Examples

- Using recycled or eco-friendly materials
- Supporting local suppliers
- Reducing waste in production

A responsible business creates value not only for the entrepreneur, but also for society.

Key idea: Long-term success is built on trust, responsibility, and sustainability.

7.5 Practical Tools

7.5.1 Inspirational Stories (Case Studies)

Real-life examples can help you understand what is possible and how others have succeeded.

Case Study 1: Small Food Business

A young migrant starts preparing traditional food from their home country and sells it locally.

Key Success Factors:

- Using cultural knowledge and skills
- Starting with small investments
- Building a loyal local customer base

Case Study 2: Cleaning & Home Services

A refugee creates a small business offering cleaning and basic home support services.

Key Success Factors:

- Identifying a clear local need
- Building trust with clients
- Providing reliable and consistent service

Case Study 3: Social Enterprise

A group of young people create a project that combines training and employment for refugees.

Key Success Factors:

- A clear social mission
- Collaboration with NGOs
- Access to support programmes

Reflection Activity

After reading the case studies, reflect:

- What inspired you?
- What skills did the entrepreneurs use?
- What challenges did they face?
- Could you imagine a similar idea?

This helps you connect these examples to your own situation and ideas.

7.6 Key Takeaways

In this section, you explored the basics of entrepreneurship and its potential as a career path.

- Entrepreneurship is about creating opportunities and solving problems
- It can be a strong alternative to traditional employment
- Refugees and migrants have valuable strengths for entrepreneurship
- Challenges exist, but support and learning can help overcome them
- Ethical and sustainable approaches lead to long-term success

Entrepreneurship starts with an idea—but it grows through action, learning, and persistence.

8. From Idea to Small Business

8.1 Understanding Customer Needs

Every successful business starts with a simple question:

Who needs my product or service, and why?

A business exists to solve a problem or meet a need. If people do not need what you offer, it will be difficult to succeed.

Examples

- People need affordable food → small food service
- People need help at home → cleaning or repair services
- People need language support → tutoring or translation services

Key Questions to Ask

- Who are my customers?
- What problem do they have?
- How can I help them?

A strong business idea focuses on **real needs**, not only personal interests.

Tip: Talk to people in your community—understanding their needs can help you improve your idea.

8.2 Basic Business Thinking

Starting a business does not require complex knowledge. It begins with understanding a few basic elements.

Key Concepts

Value Proposition

What makes your product or service useful or different?

Example: “Affordable homemade meals from my culture”

Customers

Who will buy your product or service?

Families, students, tourists, local residents, businesses

Resources

What do you need to start?

- Skills
- Time
- Materials
- Equipment
- Small financial resources

Costs & Income

- What will you spend money on?
- How will you earn money?

Understanding these basics helps you turn an idea into something realistic.

Important: Start simple—your idea can grow and improve over time.

8.3 Available Support Systems

You do not have to start a business alone. Many organisations can support you in your journey.

Types of Support

- NGOs supporting refugees and migrants
- Business incubators and start-up programmes
- Training courses and workshops
- Mentorship initiatives
- Local community organisations

What They Can Help With

- Training and skill development
- Advice and guidance
- Networking and connections
- Access to opportunities and resources

Looking for support can save time, reduce risks, and increase your chances of success.

Tip: Explore what is available in your local area—you may find more support than you expect.

8.4 Practical Tools

8.4.1 Business Model Canvas

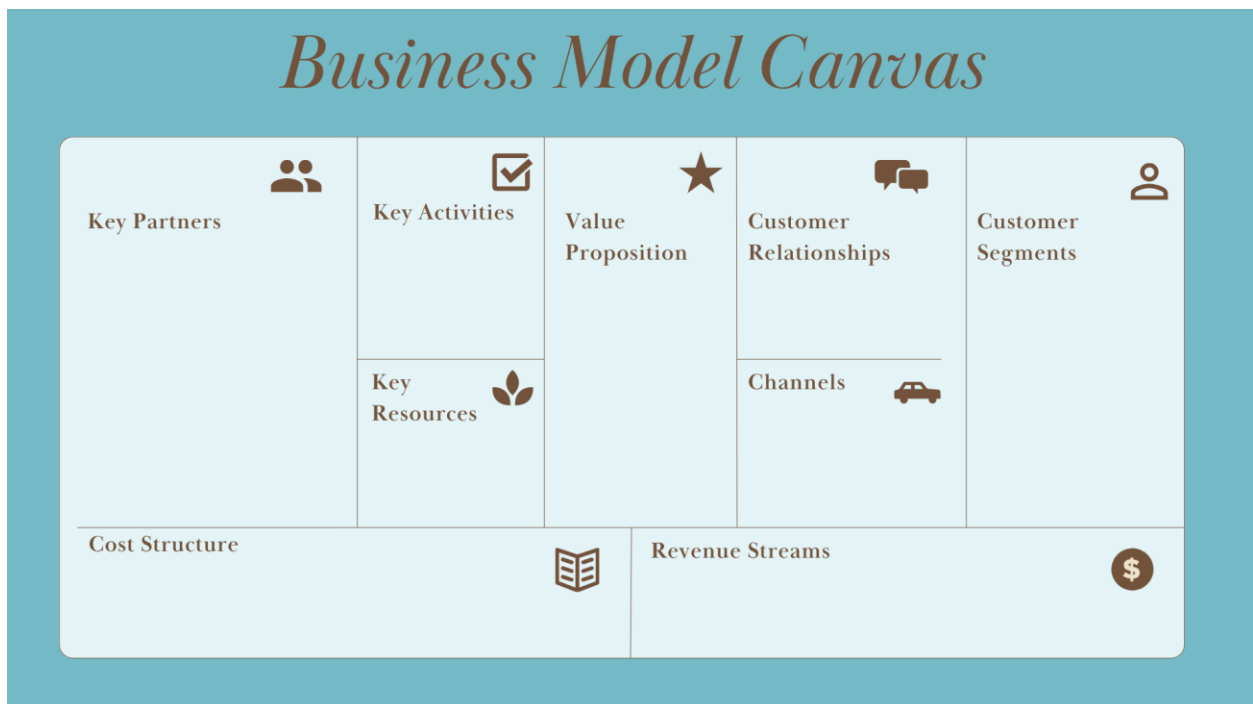
The Business Model Canvas is a simple tool that helps you organise your business idea in a clear and structured way.

Main Elements

- Customer segments (who your customers are)
- Value proposition (what you offer)
- Channels (how you reach customers)
- Customer relationships (how you interact with them)
- Revenue streams (how you earn money)
- Key resources (what you need)
- Key activities (what you do)
- Key partners (who supports you)
- Cost structure (what you spend money on)

Activity: Create Your First Business Model

- Fill in each section with simple ideas
- Focus on clarity, not perfection
- Keep your answers short and practical



This tool helps you see the **full picture of your business idea**.

Tip: You can change and improve your Business Model Canvas at any time—it is a flexible tool.

8.5 Access to Funding and Financial Resources

Starting a business may require some financial support, even if it is a small amount.

8.5.1 Microgrants

Microgrants are small amounts of funding designed to support beginners.

Characteristics

- Usually easy to apply for
- Designed for small or early-stage ideas
- Often provided by NGOs or development programmes

Example: Funding to buy basic equipment for a small business.

8.5.2 Social Finance

Social finance supports businesses that aim to create positive social impact.

Examples

- Small loans with low interest
- Ethical investment funds
- Community-based financing

These options often focus on both financial sustainability and social value.

8.5.3 Public Support Schemes

Governments and institutions often provide support for new businesses.

Examples

- Youth employment programmes
- Start-up support schemes
- Training combined with financial incentives

These programmes can help reduce the risks of starting a business.

8.5.4 Sources of Funding

Possible sources include:

- European programmes
- Local government initiatives
- NGOs and foundations
- Community organisations

Tip: Combining different sources of support can increase your chances of success.

8.5.5 How to Apply for Funding

Applying for funding may seem difficult, but it usually follows simple steps.

Basic Steps

1. Identify a funding opportunity
2. Prepare a simple business idea
3. Clearly explain:
 - What you want to do
 - Why it is needed
 - How you will use the money
4. Submit your application

Tips

- Be clear and realistic
- Show motivation and commitment
- Focus on the impact of your idea

You do not need perfect language—clarity and honesty are more important.

8.5.6 Pitching Basics

A pitch is a short and clear presentation of your business idea.

Structure of a Simple Pitch

1. Who you are
2. What your idea is
3. What problem you solve
4. Who your customers are
5. Why your idea is valuable

Activity: Practice Your Pitch

- Present your idea in 1–2 minutes
- Share it with others
- Ask for feedback

Practising your pitch helps you communicate your idea with confidence.

Tip: Confidence and clarity are more important than perfection.

8.6 Basic Legal and Administrative Steps

Starting a business is not only about having a good idea—it also involves some basic legal and administrative steps. These may seem complicated at first, but understanding the basics can help you feel more confident and prepared.

You do not need to know everything from the beginning. It is enough to be aware of the key elements and seek support when needed.

8.6.1 Business Registration (Basic Overview)

In most countries, you need to officially register your business in order to operate legally.

What This Means

- Choosing a type of business (e.g. self-employed, small company)
- Registering with a national or local authority
- Receiving a registration number or certificate

Registration allows you to work legally, issue invoices, and access support programmes.

Tip: Many countries offer simplified registration options for small businesses or self-employed individuals.

8.6.2 Taxes (Introductory Understanding)

When you run a business, you usually need to pay taxes on the income you earn.

Basic Ideas

- You may need to declare your income regularly
- You may need to pay a percentage of your earnings as tax
- Some small businesses benefit from reduced tax schemes

Paying taxes is part of running a legal and sustainable business.

Tip: You do not need to manage everything alone—accountants or support organisations can help you understand your obligations.

8.6.3 Licences and Permits

Some types of businesses require special licences or permits to operate.

Examples

- Food businesses (health and safety requirements)
- Transport services
- Childcare or personal services

Requirements depend on the type of business and the country.

Tip: Always check what is required before starting your activity to avoid problems later.

8.6.4 Why This Matters

Understanding these basic steps helps you:

- Operate your business legally
- Avoid fines or legal problems
- Build trust with customers and partners
- Access funding and support opportunities

A strong business is not only a good idea—it is also built on **clear and responsible practices**.

8.6.5 Where to Find Support

You do not have to manage legal and administrative steps alone.

You can get help from:

- Local business support centres
- NGOs and entrepreneurship programmes
- Chambers of commerce
- Public institutions supporting small businesses

Asking for guidance can save time and prevent mistakes.

8.7 Key Takeaways

In this section, you explored how to turn an idea into a simple and realistic business concept.

- A business starts with understanding real customer needs
- Basic concepts help you organise and develop your idea
- Support systems are available—you do not have to do it alone
- Funding opportunities exist, even for small ideas
- A clear and simple pitch can help you present your idea
- Understanding basic legal steps helps you start and run a business in a safe and sustainable way

Starting a business is a process—what matters most is taking the **first step and continuing to learn**.

9. Personal Action Planning & Goal Setting

9.1 Setting SMART Goals

Setting clear goals is an important step in turning your ideas into real actions. Without clear goals, it can be difficult to stay focused, motivated, and organised.

One of the most effective ways to define your goals is by using the **SMART method**. This approach helps you make your goals more concrete and achievable.

A SMART goal is:

- **Specific** – clearly defined and focused
- **Measurable** – you can track your progress
- **Achievable** – realistic based on your situation
- **Relevant** – meaningful for your future
- **Time-bound** – has a clear deadline

For example:

- ✗ “I want a job”
- ✓ “I will apply to 5 jobs in the hospitality sector within the next 2 weeks”

The second example is more effective because it gives you a clear direction and a concrete action.

Tip: Writing your goals down increases your commitment and helps you stay accountable.

9.2 Short-Term vs Long-Term Planning

Planning your future can feel overwhelming, especially if your goals seem far away. Breaking your goals into smaller steps makes the process more manageable and less stressful.

You can think about your goals in three stages:

Short-Term Goals (0–3 months)

These are immediate actions you can start right away.

For example:

- Improving your CV
- Applying for jobs
- Attending a training course
- Learning basic language skills

Medium-Term Goals (3–12 months)

These focus on building experience and stability.
For example:

- Finding a job or internship
- Gaining work experience
- Developing professional skills

Long-Term Goals (1–3 years)

These represent your bigger vision for the future.
For example:

- Building a stable career
- Starting a business
- Achieving financial independence

Breaking your goals into stages helps you focus on **what you can do now**, while still working towards your long-term vision.

Tip: Progress, even small, builds confidence over time.

9.3 Lifelong Learning Mindset

In today's world, learning does not stop after school or training. The labour market is constantly changing, and new skills are always needed.

Developing a **lifelong learning mindset** means being open to learning new things throughout your life.

This includes:

- Improving your existing skills
- Learning new skills
- Adapting to new situations
- Being open to feedback and improvement

There are many ways to continue learning:

- Online courses and platforms
- Training programmes and workshops
- Learning through work experience
- Asking questions and seeking advice

Learning is not only about formal education—it also happens through everyday experiences.

Key idea: The more you learn, the more opportunities you create for yourself.

9.4 Practical Tools

This section provides tools to help you organise your goals and take action.

9.4.1 Personal Action Plan Template

A personal action plan helps you move from ideas to concrete steps. It gives you structure and helps you track your progress.

You can use the following structure:

1. **My Goal**
What do I want to achieve?
2. **Why is this important?**
What motivates me?
3. **Steps to achieve my goal**
 - Step 1
 - Step 2
 - Step 3
4. **Resources I need**
Skills, support, tools, or people
5. **Possible challenges**
What could be difficult?
6. **Solutions**
How can I overcome these challenges?
7. **Timeline**
When will I complete each step?
8. **Progress tracking**
How will I measure success?

Writing your plan helps you organise your thoughts and turn your goal into a clear process.

9.4.2 Weekly Planning Tool

Planning your week is a simple but powerful way to stay focused and organised.

At the beginning of each week, take a few minutes to reflect:

- What are my priorities this week?
- What actions will I take?
- What support do I need?

Weekly planning helps you stay consistent and avoid feeling overwhelmed.

Tip: Even small actions each week can lead to big results over time.

9.4.3 Reflection Exercise

Reflection helps you learn from your experiences and improve over time.

At the end of each week or month, ask yourself:

- What did I achieve?
- What challenges did I face?
- What did I learn?
- What will I do differently next time?

Reflection turns experience into learning and helps you grow.

9.5 Key Takeaways

In this section, you explored how to plan your next steps and move forward with confidence.

Setting clear goals helps you focus your energy and take action. Breaking larger goals into smaller steps makes them more achievable and less overwhelming. At the same time, staying open to learning allows you to adapt and grow in a changing environment.

- SMART goals make your plans clearer and more effective
- Short-term steps help you move towards long-term success
- Lifelong learning increases your opportunities
- Planning and reflection support continuous improvement

Your future is built step by step—what matters most is to **start and keep moving forward**.

10. Reflection, Evaluation & Next Steps

10.1 Importance of Reflection in Learning

Reflection is an essential part of learning. It allows you to understand not only *what* you have learned, but also *how* you have grown and *how* you can continue improving.

For many young people—especially those with diverse life experiences—reflection is a powerful way to:

- Recognise personal progress
- Build confidence and self-awareness
- Connect past experiences with future opportunities

Learning is not only about completing activities or gaining knowledge. It is also about taking time to think:

What did I learn? What does it mean for me? What can I do next?

Key idea: Reflection transforms experience into meaningful learning.

10.2 Measuring Personal Progress

Progress is not always immediately visible. Sometimes it happens slowly, through small improvements over time.

Measuring your progress helps you recognise how far you have come and stay motivated.

You can reflect on different areas of development, such as:

- Skills (communication, teamwork, digital skills)
- Confidence and motivation
- Job search activities
- Participation in training or learning opportunities

There are simple ways to track your progress:

- Comparing your situation before and after a programme
- Asking for feedback from trainers, mentors, or peers
- Keeping track of actions (applications, interviews, completed trainings)

Even small progress is important and should be recognised.

Tip: Celebrating small achievements can increase your motivation to continue.

10.3 Practical Tools

This section provides simple tools to help you reflect on your learning and evaluate your development.

10.3.1 Reflection Questions

These questions can be used individually or in group discussions:

- What did I learn during this programme?
- What was most useful for me?
- What challenges did I face?
- How did I overcome them?
- What skills did I improve?
- What are my next steps?

These questions help you connect your learning with your future goals.

10.3.2 Self-Evaluation Tools

Self-evaluation allows you to assess your development in a simple and structured way.

One method is to rate your skills on a scale (for example, from 1 to 5):

- Communication
- Teamwork
- Confidence
- Digital skills
- Job search skills

You can repeat this exercise over time to see your progress.

Tip: Be honest with yourself—self-evaluation is for your growth, not for judgment.

10.3.3 Final Learning Diary

A learning diary helps you reflect on your overall journey.

You can write short answers to questions such as:

- What have I learned about myself?
- What skills have I developed?
- What am I most proud of?
- What will I do next?

Writing your thoughts can help you better understand your experiences and plan your future.

10.3.4 Next Steps Checklist

After completing the programme, it is important to continue taking action.

You can use this checklist as a starting point:

Employment

- Update your CV
- Apply for jobs
- Prepare for interviews

Training

- Enrol in courses
- Improve language skills
- Develop digital skills

Entrepreneurship

- Develop your business idea
- Look for funding opportunities
- Connect with support organisations

You do not need to do everything at once—choose what is most relevant for you.

10.4 Progress & Impact Tracking

Tracking your progress helps you stay focused and see your development over time.

10.4.1 Employability Progress Tracker

You can monitor your job search activities by tracking:

- Number of job applications submitted
- Interviews attended
- Skills developed
- Work or internship placements

This helps you stay organised and motivated.

10.4.2 Entrepreneurship Readiness Checklist

If you are interested in starting a business, you can reflect on your readiness:

- Do I have a clear idea?
- Do I understand my customers?
- Do I know my basic costs and resources?
- Do I have support or guidance?
- Am I ready to take the first steps?

This helps you identify what you already have and what you still need.

10.4.3 Skills Self-Assessment (Baseline & Final)

You can assess your skills at two different moments:

- At the beginning (baseline)
- At the end (final assessment)

Skills Areas

- Communication
- Teamwork

- Problem-solving
- Digital skills
- Confidence

Comparing these results helps you see your progress clearly.

10.4.4 Learning Outcomes Tracking

You can also track your achievements, such as:

- Completed trainings
- Certificates obtained
- Skills gained
- Participation in activities

This can be useful when applying for jobs or further opportunities.

10.5 Follow-Up Monitoring

Learning does not end when the programme finishes. Following up after some time helps you understand your long-term progress.

10.5.1 3–6 Months Follow-Up

After some time, reflect on your situation:

- Are you currently working or studying?
- Have you applied for jobs or started a business?
- What challenges are you facing now?

This helps you evaluate your progress and identify next steps.

10.5.2 Tracking Your Situation

You can describe your current status as:

- Employed
- In education or training
- Self-employed
- Actively looking for work

This helps you stay aware of your situation and plan your next move.

10.5.3 Long-Term Impact Reflection

Take time to reflect on the bigger picture:

- How has this programme helped me?
- What skills am I still using?
- What has changed in my life?

This helps you recognise the real impact of your learning experience.

10.6 Key Takeaways

In this final section, you reflected on your learning journey and explored how to continue moving forward.

Reflection helps you understand your progress and build confidence. Measuring your development allows you to see how far you have come, even if progress feels slow. At the same time, taking small next steps ensures that your learning continues beyond this programme.

- Reflection turns experience into learning
- Measuring progress helps you stay motivated
- Tracking tools support personal development
- Follow-up helps you understand long-term impact
- Continuous reflection supports lifelong learning

This is not the end of your journey—it is a new beginning.

11. Annexes & Resources

This section provides a curated set of **useful links, platforms, multimedia resources, and practical tools** to support young refugees and migrants in their journey towards employment and entrepreneurship.

All resources are **freely accessible** and designed to complement the learning content of this guide.

11.1 Useful Links and Platforms

European Employment Platforms

- EURES
<https://eures.europa.eu>
→ Jobs across Europe and mobility support
- Indeed
<https://www.indeed.com>
→ International job search engine
- Glassdoor
<https://www.glassdoor.com>
→ Job offers and company insights

Spain – Main Job Websites

- **InfoJobs:** <https://www.infojobs.net>
One of the **largest and most used job portals in Spain**, with millions of users and job offers
- **Indeed (Spain):** <https://es.indeed.com>
Very widely used; aggregates thousands of job offers across cities like Madrid and Barcelona
- **Empléate (SEPE):** <https://www.empleate.gob.es>
Official government job portal connecting employers and job seekers

Other useful ones

- Infoempleo: <https://www.infoempleo.com>
- JobToday: <https://jobtoday.com/es> (very popular with young people)
- Tecnoempleo: <https://www.tecnoempleo.com> (IT jobs)
- EnglishJobs.es: <https://www.englishjobs.es> (for English speakers)

Greece – Main Job Websites

- **Jobfind.gr:** <https://www.jobfind.gr>
One of the main national platforms connecting employers and candidates
- **Indeed (Greece):** <https://gr.indeed.com>
Widely used for international and local jobs
- **LinkedIn:** <https://www.linkedin.com>
Very important in Greece, especially for skilled and international jobs

Other useful ones

- Jobs-Greece.gr: <https://www.jobs-greece.gr>
- Kariera.gr: <https://www.kariera.gr> (very popular locally)
- Skywalker.gr: <https://www.skywalker.gr> (Greek classic job board)

Turkey – Main Job Websites

- **Kariyer.net:** <https://www.kariyer.net>
The **largest and most popular job site in Turkey** (similar to jobs.bg)
- **Indeed (Turkey):** <https://tr.indeed.com>
Used for both local and international jobs
- **LinkedIn:** <https://www.linkedin.com>
Very important for professional and corporate roles

Other useful ones

- Yenibiris.com: <https://www.yenibiris.com>
- SecretCV.com: <https://www.secretcv.com>
- Eleman.net: <https://www.eleman.net> (more entry-level jobs)

Learning Platforms

- Coursera
<https://www.coursera.org>
- edX
<https://www.edx.org>
- Khan Academy
<https://www.khanacademy.org>

Language Learning

- Duolingo
<https://www.duolingo.com>
- Babbel
<https://www.babbel.com>

Entrepreneurship Platforms

- Erasmus for Young Entrepreneurs
<https://www.erasmus-entrepreneurs.eu>
- EU Startups
<https://www.eu-startups.com>
- Ashoka
<https://www.ashoka.org>

11.2 Support Services for Refugees & Migrants

- UNHCR
<https://www.unhcr.org>
- International Organization for Migration
<https://www.iom.int>
- European Website on Integration
<https://ec.europa.eu/migrant-integration>
- Red Cross
<https://redcross.eu/>

Tip: Always complement these with **local NGOs and community organisations**.

11.3 Multimedia & Practical Resources

11.3.1 Video Tutorials

CV & Job Applications

- How to write a CV (step-by-step)
<https://www.youtube.com/watch?v= fP43gcBywU>

Scan to watch the tutorial on CV writing!

- How to write a CV (modern guide)
<https://www.youtube.com/watch?v=Y9Pyv-GWbmg>
- How to write a CV with no experience
<https://www.youtube.com/watch?v=sqwK4Q4yfWU>



Job Search & Career Skills

- Full job application & resume course
<https://www.youtube.com/watch?v=z9oEbG1GhqM>

Scan to watch the job application and resume course!



- Recruiter tips for CV & interviews
<https://www.youtube.com/watch?v=R3abknwWX7k>

Digital Tools

- Create a CV with Canva
https://www.youtube.com/watch?v=eaiw_IUMiQg
- Create a CV in Microsoft Word
https://www.youtube.com/watch?v=y_RX71bxzSA

Entrepreneurship

- How to start a business (beginner guide)
<https://www.youtube.com/watch?v=z9oEbG1GhqM>

Scan to learn more about starting your own business!



CV Templates

- Europass
<https://europa.eu/europass>

Recommended European CV format, including:

- CV builder
- Cover letter tool
- Skills profile

Europass is widely used across Europe and helps present your skills and experience in a clear and standardised format that employers can easily understand.

Scan to access the Europass CV builder!



Business Tools

- Business Model Canvas
<https://www.strategyzer.com/canvas/business-model-canvas>

Scan to download and use the template!



- Budget templates
<https://excel.cloud.microsoft/create/en/budget-templates/>

Interview Preparation

- European Youth Portal
<https://europa.eu/youth>
- Interview tips
<https://www.indeed.com/career-advice/interviewing>
- More interview tips
<https://www.youtube.com/watch?v=HG68Ymazo18>

Scan to check out the interview tips video by Indeed!



11.4 Freelancing & Online Work Platforms

- Upwork
<https://www.upwork.com>
- Fiverr
<https://www.fiverr.com>

11.5 Key Takeaways

- Access to the right resources increases opportunities
- Online platforms support job search and learning
- Multimedia tools make learning more engaging
- Templates help transform knowledge into action
- Continuous use of resources supports long-term development

12. Recommendations for Support Actors

This chapter provides practical recommendations for key stakeholders who play a crucial role in supporting the **integration, employability, and entrepreneurship of young refugees and migrants**.

Creating inclusive opportunities requires **coordinated efforts** between employers, educators, NGOs, and public authorities.

12.1 For Employers

Inclusive Hiring Practices

Employers can play a key role in creating equal opportunities.

Recommendations

- Focus on **skills and potential**, not only formal qualifications
- Use **clear and simple language** in job descriptions
- Offer **entry-level positions or internships**

- Provide **flexible recruitment processes** when possible
- Avoid bias and promote diversity in hiring

Tip: Many candidates bring valuable informal experience that may not be reflected in formal CVs.

Supporting Refugee Integration

Practical Actions

- Provide onboarding and orientation support
- Offer basic language support where possible
- Assign a mentor or colleague for guidance
- Create a welcoming and inclusive work environment

Benefits for Employers

- Diverse perspectives and innovation
- Strong motivation and resilience among employees
- Contribution to social responsibility goals

12.2 For Mentors & Youth Workers

Coaching Approaches

Mentors and youth workers support participants in building confidence and direction.

Recommendations

- Use **participant-centred approaches**
- Encourage **self-reflection and goal setting**
- Focus on **strengths and potential**
- Provide constructive and motivating feedback
- Adapt methods to individual needs

Key role: Supporting young people to become **independent and confident decision-makers**.

Trauma-Informed Support

Many refugees may have experienced difficult situations.

Principles

- Create a **safe and respectful environment**
- Be patient and empathetic
- Avoid re-traumatisation

- Respect personal boundaries
- Refer to professionals when needed

Important: You do not need to be a psychologist—your role is to **support, not diagnose**.

12.3 For NGOs

Programme Design Recommendations

NGOs play a key role in delivering effective integration programmes.

Recommendations

- Combine **employability, language, and psychosocial support**
- Use **non-formal education methods**
- Include **practical, hands-on activities**
- Integrate **real labour market exposure** (visits, employer meetings)
- Provide **long-term support and follow-up**

Outreach Strategies

Reaching vulnerable groups requires targeted approaches.

Recommendations

- Collaborate with local communities and leaders
- Use **simple and accessible communication**
- Provide multilingual information
- Build trust through continuous engagement
- Use social media and community networks

Tip: Trust-building is essential for participation

12.4 For Local Authorities

Policy Support

Public institutions play a key role in creating enabling environments.

Recommendations

- Develop inclusive employment policies
- Support recognition of qualifications and skills

- Facilitate access to training and education
- Promote cooperation between sectors (NGOs, businesses, education)

Integration Measures

Practical Actions

- Support local employment initiatives
- Create partnerships with businesses
- Fund training and entrepreneurship programmes
- Provide access to language and integration services
- Encourage community-based activities

Goal: Build **inclusive and cohesive communities**.

12.5 Cross-Sector Collaboration

Effective integration requires cooperation between all actors.

Key Elements

- Partnerships between NGOs, employers, and institutions
- Information sharing and coordination
- Joint initiatives and programmes
- Long-term commitment

Key message: No single actor can achieve integration alone—**collaboration is essential**.

12.6 Key Takeaways

- Inclusive practices benefit both individuals and society
- Employers, NGOs, and institutions all play complementary roles
- Supporting refugees requires both **practical tools and human understanding**
- Long-term integration depends on cooperation and sustainable strategies

13. Final Remarks

This guide has been developed as part of the Erasmus+ project “**Inclusion of Resilient Minds: Skills for Refugees and Marginalized Youth**”, with the aim of supporting young refugees and migrants in building their pathways towards employment, entrepreneurship, and social integration.

Throughout this guide, we have explored:

- Self-awareness and personal strengths
- Labour market understanding
- Communication and digital skills
- Job application strategies
- Workplace competences
- Entrepreneurship opportunities
- Personal planning and reflection

These elements are not separate—they are part of a **continuous learning journey**.

Access the Full Digital Guide & Resources

You can access this guide in digital format, along with additional materials, the other guides developed through the project, and updates, by scanning the QR code below:



A Message to Participants

Your journey may not be easy, but it is valuable.

You bring:

- Experiences
- Skills
- Perspectives
- Strength

These are not barriers—they are **resources**.

Progress may be slow at times, but every step matters:

- Every application
- Every new skill
- Every connection
- Every challenge you overcome

Remember: You are not starting from zero—you are building from everything you already have.

A Message to Stakeholders

This guide is also a call to action for organisations, institutions, and communities.

Supporting young refugees and migrants is not only a social responsibility—it is an **investment in stronger, more inclusive societies**.

Collaboration, empathy, and long-term commitment are key to achieving meaningful and sustainable impact.

Looking Forward

The end of this guide is not the end of the journey.

It is a starting point for:

- New opportunities
- New learning
- New connections

We encourage all users to continue exploring, learning, and growing—both individually and collectively.

Annex 1: Using This Guide in Training and Mentorship Activities

This annex provides practical guidance for youth workers, trainers, and mentors on how to use this guide in workshops, training sessions, and mentoring programmes.

The aim is to support facilitators in creating structured, engaging, and meaningful learning experiences for participants.

1. Suggested Workshop Structure

Each session can follow a simple and consistent structure to support learning and participation:

1. Introduction (10–15 minutes)

- Welcome participants
- Present the topic and objectives
- Use a short icebreaker or energiser

Purpose: Create a safe and engaging learning environment.

2. Input & Exploration (20–30 minutes)

- Introduce key concepts from the guide
- Use simple explanations and examples
- Encourage questions and interaction

Purpose: Provide basic knowledge in an accessible way.

3. Practical Activity (30–45 minutes)

- Use one of the exercises from the guide
- Work individually, in pairs, or in groups
- Allow participants to explore and apply ideas

Purpose: Learn through experience and active participation.

4. Reflection & Discussion (15–20 minutes)

- Ask reflection questions
- Encourage sharing (voluntary)
- Connect learning to real-life situations

Purpose: Deepen understanding and personal connection.

5. Closing & Next Steps (5–10 minutes)

- Summarise key points
- Highlight practical takeaways
- Suggest small actions for participants

Purpose: Reinforce learning and encourage action.

2. Suggested 10-Session Facilitation Model

The guide can be delivered as a structured programme of approximately 10 sessions.

Session 1: Introduction & Group Building

- Getting to know each other
- Creating a safe learning environment

Session 2: Self-Awareness & Strengths

- Strength mapping
- Personal reflection

Session 3: Motivation & Personal Goals

- Ikigai exercise
- Career direction

Session 4: Understanding the Labour Market

- Sectors, opportunities, expectations

Session 5: Communication & Digital Presence

- Professional communication
- Online identity

Session 6: Job Application Skills

- CV, applications, interviews

Session 7: Workplace Skills

- Teamwork, time management, conflict resolution

Session 8: Introduction to Entrepreneurship

- Business mindset and ideas

Session 9: From Idea to Action

- Business model and basic planning

Session 10: Personal Action Planning & Reflection

- SMART goals
- Final reflection and next steps

Sessions can be adapted depending on time, group size, and participants' needs.

3. How Mentors Can Use the Exercises

Mentors play an important role in supporting participants individually.

Practical Tips for Mentors

- Use exercises as **conversation starters**, not tests
- Adapt activities to the participant's level and needs
- Focus on strengths, not weaknesses
- Encourage reflection, not “correct answers”
- Support participants in setting realistic goals

The goal is to **guide, not instruct**.

Examples of Mentoring Use

- Use the **Strength Map** to explore skills and confidence
- Use **SMART goals** to create a personal plan
- Practice **interview questions** together
- Discuss **career ideas or business ideas**

4. Creating an Inclusive Learning Environment

When working with diverse groups, it is important to create a safe and respectful space.

Key Principles

- Be patient and empathetic
- Respect cultural differences
- Encourage participation without pressure
- Avoid judgement or comparison
- Support participants who may feel less confident

A positive environment increases engagement and learning outcomes.

5. Flexibility and Adaptation

This guide is not a fixed curriculum—it is a flexible tool.

Facilitators are encouraged to:

- Select relevant sections based on participants' needs
- Adapt timing and activities
- Combine sessions when needed
- Add local examples and resources

The most effective programmes are those that respond to the **real needs of participants**.

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Inclusion of Resilient Minds

Skills for Refugees and Youth

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Spanish National Agency (INJUVE). Neither the European Union nor the granting authority can be held responsible for them.



Co-funded by
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