Spanish Red Cross

Livelihoods Centre
knowledge **creation** | knowledge **sharing** | knowledge **networking**

+C IFRC ✛ **Spanish Red Cross**

P Working with people

Information and reception — **Group orientation on local labor market** — **Individual labor guidance & workplan**

Vulnerable displaced and host community members, including people with disabilities, including veterans and civilian victims.

E Working with the environment

Mapping existing resources & supports — **Communication & awareness raising** — **Networking** — **Agreements**

Potential employers, public & private employment institutions, government agencies, education & vocational training centres and the host community in general.

N Working with National Societies and practitioners

Project design — **Building the team** — **Evaluation, monitoring & learning**

Work with branch staff and volunteers to support the entire cycle from proposal writing to monitoring and evaluation, including documenting experiences.

QUICK MENU
for individual workplan

Employment skills
- Job seeking skills & tools
- Languages learning
- Digital skills

Vocational training
- Outsourced Training
- In-house training

Microentrepreneurship
- Micro-entrepreneurship Programmes Toolkit Guidelines

Complementary services
- Calendar of appointments for legal counselling
- Calendar of appointments for PSS
- Calendar of appointments for doc translation
- Support to reduce access barriers_Cash Assistance

# Professional activation centres

Roadmap & toolkit

The Roadmap & Toolkit aims to assist volunteers and staff engaged in employability programs by providing well-crafted tools gathered and adapted from various experiences, primarily the Employment Plan of the Spanish Red Cross and the ESIRAS, EU co-funded programme lead by Spanish Red Cross.

The toolkit is organized into **three main blocks**: working with **individuals**, the **environment**, and **practitioners** to be implemented simultaneously. Each block progresses through sequential stages. Each stage is underlined and leads to a description of its objectives, tips with recommendations or things to avoid, and relevant tools.

The **tools are meant to be adaptable** so that each team can create a tailored employability roadmap based on available resources, the profiles of the participants, and the capabilities of the local branch.

Recommendations for working with persons with disabilities (PWD) are included.

DOWNLOAD THE FULL TOOLKIT ↓
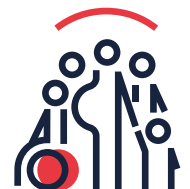
Information & reception

The information and reception stage serve as the crucial starting point for orienting participants and ensuring a successful program experience. Its primary focus is to foster a welcoming environment, disseminate essential program information, and collect relevant details about each participant.

The main objectives encompass providing a comprehensive overview of the employability program, enabling participants to grasp its potential benefits and what to anticipate on their journey.

The reception and information phase offer an opportunity to explain the various components of the employability program. This could include details about workshops, training sessions, job placement assistance, career guidance, networking opportunities, and any other service that make up the program.

Tip box

- The reception phase is an ideal time to set clear expectations for participants. This involves explaining the level of commitment required from participants, attendance policies, rules, and regulations, as well as the importance of active participation.

- Plan in advance how to construct the **participants code (registration number)** for the beneficiaries, as this code will be the one used to identify each individual and will be linked to the entire monitoring of their individual work plan and program evaluation.

- Don't forget to include the **logos** of the implementing national society, as well as those of the involved PNSs and donors, in your templates.

Tools

P0 **Before you start**
Here are some model tools for permissions and disclaimers to adapt them to local legislation on data protection, image rights, etc.

P1 **Participant Registration List**
This tool captures essential participant registration information, encompassing all necessary details ranging from personal information to education and training levels.To suit your context, you can tailor the dropdown options by referring to the 'Menu List' sheet." Available for uploading to **KoboToolbox**.

P2 **Information request - daily record**
Tool to register those calls or visitors who only request information or who are referred to other services.
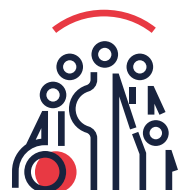
P3 **Registration in Group orientation on local labor market**
Tool for registering participants in group informational sessions.

Considerations for PWD

- Use inclusive language. Collect only essential information related to their disability. Avoid making assumptions about their abilities or needs.

- Allow for alternatives, such as phone or email registration.

Group orientation on local labor market

In this engaging and informative 2-hour orientation session, participants will be guided through a comprehensive exploration of employment contracts and the fundamental roles within the professional landscape.

This session is designed to equip attendees with an understanding of various facets, from the diverse employment contract types to defining the roles of employees and employers as stipulated by the Labor Code. Furthermore, the session will delve into the rights embedded within employment contracts. Participants will be introduced to the project and its array of services, and will learn what they can expect from it.

The local labor market will come into focus, unveiling key sectors and profiles, while tailored insights will address considerations relevant to specific target groups. For those engaged with training packages, a sneak peek into forthcoming training plans will offer an exciting glimpse into additional learning avenues.

Tools

P4 **PowerPoint template for preparing the information session presentation**
This PPT can be used as a guide to adapt to the context in which it is being implemented. Tool available in English, Polish and Ukrainian.

Considerations for PWD

- Ensure the venue and materials are accessible to all disabilities. Provide comfortable seating and breaks.

- Ensure the content is relevant and inclusive.

- Avoid making assumptions about disabilities.

- Collect feedback after the session to continuously improve your approach and address any issues.
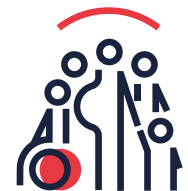
Individual labor guidance & workplan

The objective of this stage is to map the individual's personal and professional profile. The process begins with an interview, which involves an individualized and standardized conversation serving as a tool to understand the participant's personal, educational, and professional history. Building upon this foundation, individuals are guided regarding opportunities considering their profile, competencies, interests, socioeconomic situation, and available options, fostering joint analysis and reflection on 'their itinerary.'

The toolkit comprises templates for the Initial Interview. Additionally, an array of tools is available to aid labor counselors in assessing participants' performance levels in basic (e.g., self-confidence, communication, etc.) and cross-cutting (e.g., flexibility, client orientation, etc.) skills. These tools are used to record skill assessment outcomes and collaboratively develop Individual Action Plans with the participants. Furthermore, tools are provided for tracking the progression of these Individual Action Plans.

Tools

P5 **Calendar individual counseling**
Tool for registering participants in individual interviews

P6 **Initial interview format**
A structured questionnaire for conducting the first interview with participants. This format helps gather essential information about their background, skills, goals, and expectations in their employability journey.

P7 **Self-assessment & job goal setting**
Tool to enable participants to evaluate their skills, interests, and career aspirations, and subsequently set clear and achievable job-related goals.

P8 **Skills performance matrix**
Guidance tool for labour counsellors to assess level of performance of participants in basic and transversal skills.

P9 **Skills assessment outcomes**
This tool offers valuable insights into individuals' strengths and areas for improvement, facilitating targeted skill development and employment strategies.

P10 **Individual action plan**
Tool to set participant's goals during the project, detailing their steps and timelines to achieve improved employability or microentrepreneurship success.

P11 **Individual action plan follow-up**
A resource used to track and review participants' progress in implementing their personalized action plans, ensuring timely adjustments and support to help them achieve their employability and microentrepreneurship goals.

P12 **Participant satisfaction survey**
A tool to assess the participants' satisfaction with the councelling services. Available for uploading to **KoboToolbox**.

Mapping existing resources & supports

Before embarking on the intervention, it is crucial to understand the environment, sectors, and profiles that may hold employment opportunities and the market gaps a micro- enterprise can address.

Identify relevant stakeholders and available resources in the area to enhance employability efforts, such as access to support, financing, education, and vocational training. Moreover, pinpoint the barriers faced by the target group(s) to effectively address them through communication and tailored interventions.

Align this information with the preferences, capacities, and skills of the individuals you are working with. In displacement contexts, it's essential to conduct this analysis with consideration for protection, gender, and inclusion factors.

Tools

E1

Local employment resources list
This tool is meant for systematically identify and document available employment resources and opportunities within the region of intervention. This template assists in creating a comprehensive inventory to better connect participants with local support and boost their employability and entrepreneurial prospects.

Tip box

- Reach out to relevant stakeholders, including local businesses, community organizations, government agencies, and educational institutions. Establish partnerships and collaborations to leverage their resources and support.

- Identify the barriers that the target group(s) may face in accessing employment opportunities or starting micro-enterprises. Tailor your interventions to address these barriers effectively.

- Keep the resource and support information up-to-date to reflect any changes in the local context. Communicate changes to participants promptly. Establish a network of contacts within the community and relevant organizations to stay informed about new opportunities and resources.

Useful links

- Visit the Food Security and Livelihoods Cluster to find other partners working in the country and the different initiatives carried out in terms of Livelihoods.

- In the IFRC Livelihoods Centre page a lot of useful information, resources and tools can be found to support the project implementation.

Communication & awareness raising

The primary objective of this stage is to create awareness and disseminate information about the employment project, its goals, and the available resources and support services. Effective communication ensures that the target audience, including potential participants and the broader community, is well-informed and engaged in the project's activities. The team needs to design and produce communication materials, including brochures, posters, flyers, and digital content. Ensure that these materials are culturally sensitive and easily understandable.

Effective communication and awareness-raising are vital for building trust within the community, attracting potential participants, and ensuring that the employment project's services reach those who can benefit from them.

Tools

E2 **Communication tools**
These tools are designed to help teams design a project communication strategy with the different actors, from the beneficiaries to local partners, including authorities.

Tip box

- Organize awareness-raising events and workshops within the community to provide information and gather feedback. Encourage participation and open dialogue.

- Utilize a mix of communication channels, including digital (website, social media), print (brochures, flyers), and in-person (workshops, community events). Ensure consistency in messaging across all channels.

- Be culturally sensitive in all aspects of communication, including language, imagery, and messaging. Ensure that communication materials align with the local culture.

Useful links

- Visit the IFRC Communication methods matrix to have a better understanding of different channels of communication, including which channels are best suited for what type of activities and tips for using them

Networking

The objective of the "Networking" stage is to establish and maintain connections with key stakeholders, organizations, and individuals who can support the goals of the employment project. Networking is crucial for accessing resources, sharing knowledge, and creating opportunities for project participants.

Networking is a powerful tool for expanding the reach and impact of your employment project. Building strong relationships with key stakeholders and organizations can open doors to resources, expertise, and opportunities that can benefit project participants and the community as a whole.

Tools

E3   Meeting minutes
A structured document for capturing key discussions, decisions, and action items during meetings with stakeholders, ensuring clear documentation of important information and follow-up tasks.

Tip box

- Start with a clear networking strategy that outlines your objectives, target stakeholders, and desired outcomes. Prioritize which organizations and individuals are most crucial to connect with.

- Attend relevant meetings, conferences, and events to actively engage with key stakeholders. Be an active participant in discussions and seek opportunities to share your project's goals.

- Create a feedback mechanism to gather input from stakeholders and participants about your networking efforts. Use feedback to refine your networking strategy and improve engagement.

Agreements

It is crucial for the project to formalize and document various agreements and contracts with partner organizations, service providers, and other stakeholders:

- Create partnership agreements with organizations and entities collaborating with the project. They should detail the scope of the partnership, resource contributions, and mutual goals.

- Establish contracts with service providers, such as trainers, mentors, or consultants, who are delivering specific services or training to project participants.

Properly crafted agreements are essential for establishing a framework of trust and accountability within the project. They help define expectations, mitigate risks, and ensure that all parties are on the same page regarding their roles and responsibilities.
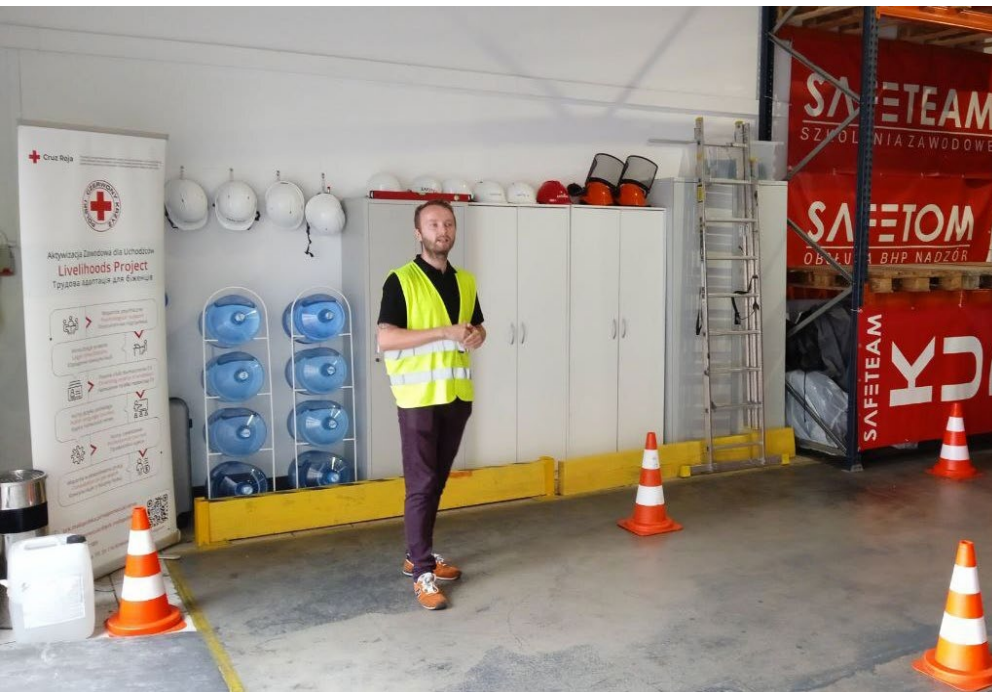
Tools

E4 **Work experience form**
This tool is useful to capture all the details about the different work experiences participants can undergo such as internship, traineeship, apprenticeship, civil service, volunteering, etc.

Participants will also be able to evaluate the work placement using this tool.

Useful links

- In the Design & Management of Micro-entrepreneurship Programmes Toolkit Guideline developed by the Livelihoods Resource Centre you can find some ToR models and service provider contracts to be adapted

Project design

Based on a standard project proposal, the team must design the project adapting to the context where it is going to be implemented. This includes identifying the vulnerable group(s) that the project will focus on and conducting a thorough needs assessment to understand the specific challenges, opportunities, and needs of this target groups and the community. It is also crucial to identify the employment gaps and barriers that the project aims to address.

A well-designed project plan serves as a roadmap for successful project implementation. It provides clarity on project goals, activities, resource allocation, and evaluation methods, helping ensure that the employment project effectively addresses the needs of the target population and achieves its intended outcomes.

Tools

N1 **Project proposal template**
A comprehensive outline for proposing and planning projects aimed at enhancing employability, covering key elements such as project goals, scope, timeline, and resource requirements to facilitate effective project management and communication with stakeholders.

N2 **Labor Market Assessment tools**
A set of tools for analyzing and evaluating local or regional labor markets, enabling the team to adapt the project proposal to their specific context by making informed decisions regarding workforce development, job creation, and economic growth. It includes a presentation, a series of assessment tools and a template for LMA report.

Tip box

- If time and resources permit, conducting a Labor Market Assessment (LMA) can greatly benefit your employability program. It involves analyzing current employment trends, demands, and dynamics in a region or industry, including data on job opportunities, skill requirements, wages, and other factors. Through this assessment, you can identify in-demand skills, offer targeted training, align programs with job market needs, and bridge skill gaps for participants, preparing them for emerging opportunities.

Building the team

Building a capable and cohesive team is essential for the successful implementation of the employment project. Job descriptions should be adapted to the specific context and roles and responsibilities for each team member should be defined, ensuring that they align with their skills and expertise.

Once team members are recruited, it is key to provide orientation and training to new team members to familiarize them with the project's mission, goals, and methodologies and offer ongoing professional development opportunities.

Tools

N3
Volunteer profile
Description of criteria and attributes that outline the ideal characteristics and qualifications volunteers should possess for this project, helping the team to find individuals who are the best fit for the project's objectives and requirements.

N4
Staff job descriptions
Detailed documents outlining the roles, responsibilities, qualifications, and expectations for various positions within the team, helping both employers and employees understand their roles and contributing to effective workforce management and development.

N5
Orientation session for staff & volunteers
A structured session designed to introduce new staff and volunteers to the project goal, methodology, and procedures, ensuring a smooth integration process and promoting a clear understanding of their roles and responsibilities.

Useful links

The Ukraine Food Security and Livelihoods Cluster (FSLC) has compiled useful links to online livelihoods trainings and materials, which could help elevate knowledge about livelihoods in general, as well as specific topics like cash activities, sphere livelihoods standards, market nuances, etc.

- Multiple trainings: CVA, Market, GBV, WASH in emergencies, Kaya
- Basics of Livelihoods, Livelihoods Centre
- Cash & Vouchers Activities, Cash Hub

Evaluation, monitoring & learning

This should be a systematic process designed to assess the progress, effectiveness, and impact of your employment project. It involves ongoing monitoring, data collection, analysis, and learning to make informed decisions and improvements. Regularly monitor and track the progress of project activities and milestones should be done by collecting data on key performance indicators (KPIs) to assess project effectiveness. In addition, financial monitoring is key to find budget gaps and plan expenditures forecast.

The toolkit includes two guides to establish feedback mechanisms for project participants to provide input on project processes and outcomes that will help to refine project strategies and implement quality assurance measures to ensure that project services and activities meet established standards and objectives.

Tip box

- Establish a routine for ongoing monitoring of project activities and progress and analyze data systematically to extract meaningful insights.

- Collect data from a variety of sources, including surveys, interviews, focus groups, and observation. Combining different data sources can provide a more comprehensive view of your project's impact.

- Create a feedback loop with project participants to not only collect data but also to inform them of the project's progress and how their feedback is being used to make improvements.

Tools

N6 **Financial monitoring**
A structured tool to monitor and assess the financial aspects of the program, ensuring efficient allocation of resources, compliance with budgetary constraints, and transparency in financial management.

N7 **Technical monitoring and reporting**
Essential tools to track and assess key performance indicators, allowing project team to gauge progress, identify areas for improvement, and make data-driven decisions to enhance program effectiveness and participant outcomes. A template for the final report is also included.

N8 **2-week follow-up call**
A structured tool for guiding follow-up calls with participants two weeks after their engagement, aiming to assess their situation, satisfaction with the project and plan next steps. Available for uploading to **KoboToolbox**.

N9 **2-month follow-up call**
A structured tool for guiding follow-up calls with participants two months after their engagement, aiming to assess their impact of the project in their employment status, satisfaction with the services received and address long-term challenges. Available for uploading to **KoboToolbox**.