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Management from the Nova School of Business and Economics.

INHIBITING AND STIMULATING FACTORS FOR THE INTEGRATION OF  
REFUGEES INTO THE PORTUGUESE LABOUR MARKET

Case Studies on Best Practices Within the Hospitality Sector

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# Inhibiting and Stimulating Factors for the Integration of Refugees into the Portuguese Labour Market – Case Studies on Best Practices Within the Hospitality Sector

## **Abstract**

Employment is considered a fundamental pillar of the overall refugee integration. The following paper aims at revealing the inhibiting and stimulating factors influencing the integration of refugees into the labour market. It is divided into a collective and an individual part. The collective part starts by providing an overview of the refugee crisis worldwide and in Portugal: then, it zooms in one of the theoretical models of acculturation and concludes by introducing the major factors influencing integration; the individual part investigates seven case studies within the hospitality industry with the intention of providing Mezze with sufficient recommendations and *food for thought* for its future refugee training program.

## **Keywords**

*Labour Market; Integration; Refugees; Hospitality; Training Program*

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## List of Abbreviations

ACM	Alto Comissariado para as Migrações (High Commission for Refugees)
ARP	Autorização de Residência Provisória (Temporary Residence Permit)
CPR	Conselho Português para os Refugiados (Portuguese Refugee Council)
EU	European Union
IEFP	Instituto do Emprego e Formação Profissional (Portuguese Institute for Employment and Professional Training)
JRS	Portuguese Jesuit Refugee Services
SEF	Serviço de Estrangeiros e Fronteiras (Portuguese Immigration and Border Service)

## Glossary

Asylum Seeker	An individual seeking international protection, who has not been granted asylum yet.
Refugee	An individual who meets the eligible criteria to be granted international protection. Thereby, every refugee had been an asylum seeker before.
Migrant	An umbrella term, which is not defined / protected under international law, for individuals leaving their countries either voluntarily or forced. Economic migrants – individuals leaving their country solely for economic reasons – do not fall into the category of asylum seekers / refugees, who may benefit from international protection.

## COLLECTIVE PART

### 1. Introduction

At a scientific level, the goal of this project is to identify inhibiting and stimulating factors for the integration of migrant refugees into the Portuguese labour market. In practical terms, the project is aimed at gathering evidence-based knowledge, which is intended to serve as the basis for the development of a future refugee training program for Mezze, a social business by Associação Pão a Pão based in Lisbon.

The group project is divided into a collective part and four individual parts. The collective part addresses two guiding questions, which precede the final research question, while the individual parts elaborate further on specific key themes related to refugees' labour market integration. These individual deep-dives are presented in separate documents, each authored on an individual basis by one of the four group members.

The two questions guiding the collective part are: 1) *What is the general context and how is the refugee situation in Portugal?* 2) *How does the acculturation journey of refugees look like?* These questions pave the path to finally identify: *What are the stimulating and inhibiting factors for refugees' labour market integration?*

First, the context in which this research project is embedded, is addressed by starting with an overview of the global refugee crisis followed by an insight into the refugee situation, specifically in Portugal. The paper focuses hereby predominantly on Middle Eastern and African refugees. In the next step, a sound understanding of the socialization and acculturation process refugees go through, is required. Thus, one of the fundamental acculturation models (The Berry's acculturation model in Berry 1997; Berry 2006) is discussed in more detail. Finally, concrete factors, influencing the integration into the Portuguese labour market, are identified.

## 2. The Context

The first guiding question of this collective part is aimed at understanding the context of this research project, which is the refugee situation worldwide, and more specifically in Portugal. With the civil war in Syria unfolding since 2011, Western countries suddenly faced a vast amount of humanitarian migrants within a relatively short period of time in the past decade. The spontaneous inflow peaked in 2015 and required immediate action on an international level. Portugal, an OECD country seeing relatively low numbers of humanitarian migrants in the past, was now facing tripled numbers of asylum seekers between the years 2014 and 2017. (OECD 2019) Historically, migration inflows in Portugal stemmed mainly from Brazil, former Portuguese colonies on the African continent and Eastern Europe. With the humanitarian situation in Syria and neighbouring countries worsening, Portugal was now required to grant international protection to asylum seekers from Middle Eastern countries. The term asylum seeker is defined as “an individual who is seeking international protection” by the UN Refugee Agency (UNHCR 2013). Once asylum is granted, the individual is considered a *refugee*.

Integrating refugees into a completely new country, culture, economy, and society with a different language, a different set of beliefs and values, and a different legislation has proven to be an extraordinarily complex task. There are multiple influencing intertwined factors which either contribute to or hinder integration. One of the main challenges in fully integrating refugees lies in the access to the host country’s labour market and the quality of employment opportunities available. According to the EU-wide *Common Basic Principles for Immigrant Integration Policy*, determined in 2004, “Employment is a key part of the integration process and is central to the participation of immigrants, to the contributions immigrants make to the host society, and to making such contributions visible.” (Council of the European Union 2004). Without employment, refugees remain dependent on third parties



and cannot become financially independent and economically contributing members of the host society. Non-employment can further affect individuals' motivation, well-being and social inclusion in a negative way, and refugees' talent and skills remain unutilized potential. (ILO 2016)

All over the world, various public, private and non-profit organizations are trying to tackle this exact challenge, one of them being Associação Pão a Pão, a non-profit organization in Lisbon, Portugal. With the establishment of its restaurant project Mezze, the association strives to facilitate labour market integration of refugees by offering employment opportunities and training, with the latter one being intended to evolve into a more structured and scalable model in the future. The restaurant Mezze, located at Mercado de Arroios, Lisbon, was established in 2017. Born from a conversation with a Syrian student, the idea of creating a Middle Eastern restaurant came as a way of giving refugees in Lisbon the opportunity to have a workplace where they would feel 'at home', using food as a bridge between refugees and the local Portuguese community. Currently, Mezze does not only function as a restaurant, but also hosts different workshops on Mediterranean food to the public and provides catering services. As of 2020, Mezze has already provided 37 beneficiaries<sup>1</sup> with an employment opportunity. The Mezze project has been recognized as an example of success in the integration of refugees by important national figures, such as the Prime Minister António Costa and President Marcelo Rebelo de Sousa, as well as the former European Commissioner for Migration, Home Affairs and Citizenship – Dimitris Avramopoulos. In 2018, Mezze was further honoured as the *Figura do Ano na Gastronomia* by the *Congresso dos Cozinheiros*, one the most important annual events amongst the

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<sup>1</sup> Despite being offered this opportunity, some beneficiaries only stayed with Mezze for the trial period. This data was provided by the founders of Mezze (November 16, 2020);

Portuguese restaurant industry and won the social entrepreneurship award from both the *Groupe PSA Foundation*, and the Julia Taft Grant under the refugee aid category (Mezze by Associação Pão a Pão 2020). In the future, Mezze is planning to develop and implement a well-founded, structured training program, which is intended to function as a scalable model and best practice example within the hospitality sector, that could be replicated industry-wide to increase the overall social impact.

## **2.1. The Refugee Crisis in Portugal & Europe**

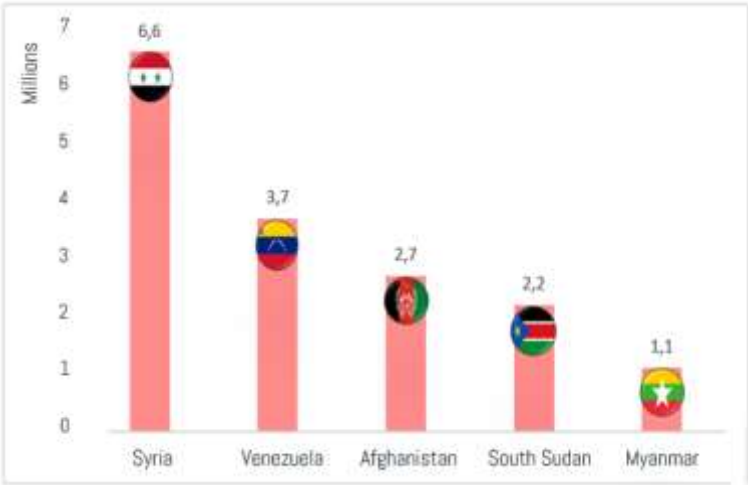
During the last decade, at least 100 million people were forced to leave their homes and start over due to violent conflicts, war, and persecution. This forced displacement was triggered by different crises, including the humanitarian crisis in Yemen, the conflict in Ukraine, the outflow of Venezuelans across Latin America and the Caribbean, safety concerns in Afghanistan, Iraq, Libya, and Somalia, amongst other defining events. The following paper will be focused primarily on the integration of Middle Eastern refugees as a result of the Syrian crisis triggered by the civil war in 2011.

With attacks increasing every day, families started to flee the country seeking safety and by 2013, over one million people had left Syria. From 2011 to 2019, the number of forcibly displaced Syrians increased to more than double (from 634 000 to 13 230 000). (UNHCR 2020)

### **2.1.1. Current Situation Worldwide**

As of 2019, 80 million people are forcibly displaced worldwide, from which around 26 million are refugees. (UNHCR 2020)

The top five countries from where refugees have fled in 2019 are Syria, reporting 6.6 million people hosted in more than 126 countries worldwide, followed by Venezuela, Afghanistan,



South Sudan, and Myanmar.

(Figure 1)

**Figure 1:** Top 5 countries of Origin for Refugees in 2019. Source: (UNHCR, 2020)

Regarding the countries of destination, Turkey secures the first place, having hosted 3.6 million refugees in 2019, following Colombia, Pakistan, Uganda and finally Germany, with 1.1 million refugees. (UNHCR 2020) France and Sweden occupy the second and third place in the EU top refugee host countries in 2019. (Statista 2020) Despite not being the main destination among EU state members, Portugal has been experiencing a significant increase in the number of migrants and refugees in the past decade. In 2019, there were 3 430 forcibly displaced people in the country (compared with 610 in 2011), from which 2 375 were refugees and 1055 asylum seekers. Most refugees arrived from Syria (accounting for 22%), followed by Ukraine, Angola, Eritrea, and Iraq. Male refugees accounted for 68% of all refugee population in Portugal. (UNHCR 2020)

**2.1.2. Process of Integration in Portugal**

Concerning the integration process in Portugal, there are two possible migration journeys: one for spontaneous asylum seekers and refugees and another one, since 2015, for asylum seekers under the EU-schemes. In both systems migrants start by filing a request for international protection with the Portuguese Immigration and Border Service, called *SEF*. While waiting

for the decision on the request, which can take up to one month, the Portuguese Refugee Council, *CPR*, is in charge of supporting the spontaneous asylum seekers by hosting them in its reception centre (*CAR*) or in private housing. In addition, Portuguese language training as well as professional workshops are provided during this period. Once the waiting period is over, and if the request is admissible, the asylum seeker receives a temporary residence permit (*ARP*). This permit is valid for 6 months and needs to be renewed until *SEF* communicates the final decision on whether refugee status or subsidiary protection is granted, or any kind of protection is denied.

Regarding refugees under the EU-Schemes, a hosting entity is immediately assigned, after submitting the request for asylum. This match is done by the High Commissioner for Migrations (*ACM*) based on the background of each refugee and the hosting entity that oversees the integration program, which typically lasts 18 or 24 months. The main entities to host asylum seekers under the EU-Schemes are the Refugee Support Platform, *PAR*, and *CPR* and are responsible for the integration along five different areas: housing, health, language, education, and work. (OECD 2019)

### **3. Journey of Acculturation**

After defining the context and situation, in which this research is embedded, the second guiding question is explored, by examining the acculturation journey that refugees undergo. The integration of refugees into the labour market of a host country represents one key pillar of the overall integration. Therefore, in order to evaluate inhibiting and stimulating factors for the labour market integration from a theoretical perspective, the overarching processes that refugees go through during their settlement in a different country have to be studied. Among them, the acculturation process stands out as one of the most glaring and appropriate within

this context. However, in order to discuss acculturation, it is important to first understand the general concept of socialization.

### **3.1. Socialization**

According to William Little (Little 2014), socialization is the process through which people are taught to be proficient members of a society. It describes the ways that people come to understand societal norms and expectations, to accept society's beliefs, and to be aware of societal values. Despite this process being very dependent on the norms and traditions that are passed on from an individual's parent/guardian, Maccoby argues that it does not mean that newer generations will not adopt different social structures and social behaviours (Maccoby 2015). Through her work, socialization is defined as "a succession of processes occurring at successive stages of development", with the family, peer groups or schools being identified as the main agents during the process. These studies on socialization are crucial to the project, as they highlight how similar the concepts of acculturation and socialization are. However, there is one main characteristic of the process of socialization that highlights why acculturation should be the focus of the theoretical analysis: Socialization is the transition from the initial stage in the development of an individual to the final stage. The process implies a slower transition from stage to stage, caused mostly as the individual matures and gets older.

However, asylum seekers experience a sudden transition when they are forced to travel to a new country. In this situation, the adaptation to a completely different culture with its norms and values is provoked by the involuntary transition, rather than a natural transition.

Nevertheless, socialization is an important concept for the following studies. Depending on the stage of socialization and thereby the age of a refugee when entering the receiving country, the acculturation process unfolds differently. In a study on Chinese immigrants in Canada, Cheung et al. found that "people are better able to identify with a host culture the longer their exposure to it, but only if this exposure occurs when they are relatively young"

(Cheung, Chudek e Heine 2011). Berry came to a similar conclusion in regards to migration during the early childhood years. He attributes this phenomenon to the absence of a manifested primary culture, which reduces the need for extensive cultural shedding and thus avoids **cultural conflict**. (Berry 2006) On the contrary, Fathi et al.'s research suggests that adolescent refugees for example are much more vulnerable to the changes related to acculturation. In this stage, individuals are transitioning from childhood to adulthood, and still building their identity, for which "belonging to a peer group" and "good social relationships" is crucial (Fathi, et al. 2018). Consequently, the **age** of an individual can be both a stimulating but also an inhibiting factor for integration. Whether a refugee enters the acculturation journey during childhood or as an adult, affects the course and nature of both processes – socialization and acculturation. Therefore, socialization and acculturation can be seen as two interconnected processes, taking place simultaneously.

### **3.2. Acculturation Process**

When cultural aspects, which are learned through the initial socialization process in one's country of origin, encounter the culture of another country, a process called *Acculturation* is initiated. The concept of acculturation dates back to antiquity and was first discussed by the ancient Greek philosopher Plato. (Plato 1969) Nowadays, the most widely used definition of the term originates from Redfield, Linton, and Herskovits: "*Acculturation comprehends those phenomena which result when groups of individuals having different cultures come into continuous first-hand contact with subsequent changes in the original culture patterns of either or both groups*" (Redfield, Linton e Herskovits 1936). Although this definition suggests that both groups may be subject to change (bidirectional influence), criticism has arisen in the past due to the interchangeable use of the two terms, *acculturation* and *assimilation*. As assimilation implies that one group is expected to adapt to the other group's standards (unidirectional influence), the acculturation term obtained a negative connotation over time.

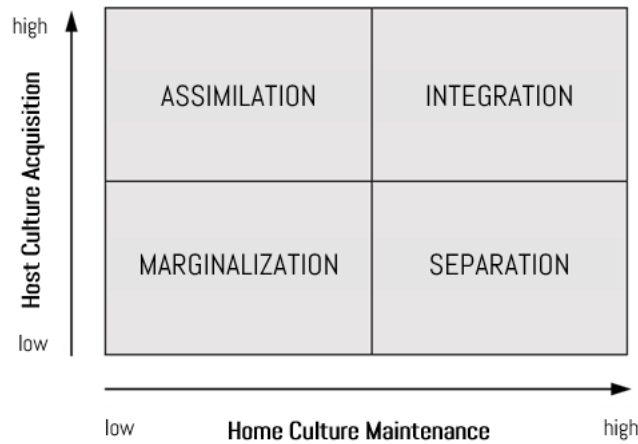
In order to maintain the neutral nature of the concept, current research suggests to refrain from using assimilation as a synonym, which is taken into account for the present paper, whenever the term acculturation is used. (Berry 1997; Sam and Berry 2006; Teske and Nelson 1974)

According to Berry (1997) the acculturation process, which is initiated through one's exposure to a foreign culture, triggers changes on two distinct levels: on a group level and on an individual level. Thus, acculturation can be divided into *socio-cultural acculturation* (group-level) and *psychological acculturation* (individual level), the latter term being mainly coined by the research of Theodore Graves. (Berry 1997; Searle and Ward 1990; Graves 1969) These processes are further influenced by whether individuals are subject to acculturation by choice (e.g., immigrants) or involuntarily (e.g., asylum seekers, refugees); by whether individuals are shifting physically to encounter a new culture or are confronted with a new culture without changing their location (e.g., indigenous people); and by whether the cultural encounter is temporary (e.g., exchange students, guest workers) or permanent (e.g., immigrants). (Berry, Immigration, Acculturation and Adaptation 1997)

### **3.2.1. Berry's Acculturation Model**

When it comes to a transition, such as the one asylum seekers and refugees are exposed to, two major factors are relevant to determine the course and outcome of acculturation, namely *home culture maintenance* and *host culture acquisition*. Both terms stem from Berry's research, originally defined as *cultural maintenance* and *contact and participation*, and are adapted for the present paper, which presents the model from a refugee perspective. *Home culture maintenance* thereby describes the extent to which the preservation of the refugees' original cultural identity is desired, while *host culture acquisition* refers to the extent of their willingness to adapt to the host country's culture and to engage in it. In 1997, Berry

developed a bi-dimensional framework along those two dimensions (Figure 2), which also became the foundation for several of the recent acculturation models and theories. (Berry, Immigration, Acculturation and Adaptation 1997)



*Figure 2: Berry's Bi-dimensional Acculturation Framework, adapted from Berry (1997)*

The fourfold model distinguishes four different acculturation strategies which individuals and groups pursue during their acculturation process:

- *Assimilation* refers to the strategy of adapting to the newly encountered culture, while shedding one's home culture. These two simultaneous processes are also referred to as *culture learning* and *culture shedding* in the literature. (Berry, Acculturation and adaptation in a new society 1992)
- *Separation* represents the opposite strategy, where individuals hold on tightly to cultural habits, values, and norms of their home country, while refraining from cultural learning in respect to the host country.
- *Integration* takes place when individuals are adopting cultural aspects of the host country while at the same time maintaining their original cultural identity.
- The fourth acculturation strategy is *Marginalization*. In this case, refugees are neither acquiring parts of the host culture nor preserving parts of their home culture. (Berry, Immigration, Acculturation and Adaptation 1997)

As previously discussed, acculturation is considered to be a bidirectional process, where both, the dominant (host society) and non-dominant group (incoming refugees) are



exerting influence on each other. Therefore, it is important to note that Berry's model can and should also be utilized to evaluate the dominant group's perspective. This is crucial, as the host culture plays a major role in whether the individual is able to pursue the 'chosen' strategy or not. Berry argues that refugees "*may well be constrained in their choice of strategy, even to the point where there is a very limited role for personal preference*" (Berry, Immigration, Acculturation and Adaptation 1997) due to certain **pre-conditions in a country** (e.g., national policies; levels of diversity, racism, etc.). Further, it is important to mention that acculturation is considered to not be static but rather an evolving process. Therefore, the strategy an individual or group pursues may change over time.

In the past, Berry's model also received criticism, mainly regarding its simplistic nature. The four categories are often found to be too generalized, as they do not allow to capture different nuances of acculturation strategies. (Rudmin 2009; Schwartz, et al. 2010) However, the simplistic nature of the model might be what contributed to its popularity within the acculturation research. Nowadays, the four acculturation strategies of Berry serve as a basis for many of the latest, more complex acculturation frameworks. (The MITA in Fathi, et al. 2018; The MIDA in Safdar, et al. 2003; The RAEM in Navas, et al. 2007) In the following work, Berry's model is applied and used to categorize the empirical findings collected from refugees and the civil society of Portugal. The following questions are addressed: Which acculturation strategy are refugees in Portugal predominantly following? and Which position is adopted by the Portuguese society?

#### **4. Introducing Integration Factors in the Portuguese Labour Market**

To achieve complete and successful integration, it is key that refugees are granted full access to the labour market of the host country. According to a 2017 analysis published by the European Commission, there are several factors which contribute to a lower employment rate amongst refugees in the host country, compared to the native-born population. Bearing in

mind that this analysis uses data from 2014, before the peak of the refugee crisis in 2015 (see exhibit A), the variables influencing the employment rate of refugees the most, are the **time of residence in the host country** and the **host country language skills**. **Education** influences this rate as well, yet not to the same extent. (Peschner 2017)

With respect to the Portuguese labour market, the unemployment rate is measured at 6,5% in 2019, not far from the EU-27 average (6,7%). Women displayed a rather high unemployment rate compared to men (7,1% against 5,8%). (Pordata 2020)

Regarding the refugees' access to the labour market, Portugal is amongst the OECD countries with the smaller **waiting period** to receive the ARP, at around 1 month only (see exhibit B). As of November 2018, almost half of all asylum seekers and refugees under the EU-schemes were either employed or in training. (OECD 2019)

Integration in the labour market is, as with the native-born population, more challenging for women than for men, making **gender** also one inhibiting factor for women. Most refugee women arriving in Portugal under the EU schemes claim to have no prior work experience outside their households and the education level tends to be low. Only 5% of both male and female asylum seekers have received tertiary education. (OECD 2019)

In Portugal, several other challenges, which are acting as inhibiting factors in regards the labour market integration, stand out. The first one concerns the **language**. As shown previously, knowing the host country's language is a major advantage for every refugee to be properly integrated into the host society and succeed both personally and professionally. In the Portuguese situation, the language courses offered by *IEFP* sometimes do not open due to lack of students, and the few alternatives available lack time and structure for a refugee to properly learn the language. (OECD 2019) Thus, the language factor can be either stimulating, when successfully learnt and used as a bridge for communication and integration,

or inhibiting, in the case that refugees and asylees do not speak the host country's language and never become integrated to the full extent, leading to their marginalization or separation (figure 2: Berry's framework).

Following, the **recognition of foreign skills** poses another hurdle. This challenge arises as most refugees do not bring their diplomas to the host country and, without proper documents, their skills and qualifications are not recognized, which inhibits their ability to find a job corresponding to actual capabilities and literacy. (OECD 2019)

Finally, refugees and asylum seekers face several obstacles related to **employers' perception of refugees** combined with **legal issues**, when looking for job opportunities, which also represent inhibiting factors for labour market integration. In Portugal, there are a few initiatives from ACM to facilitate the matching between refugees and employers such as *Mentors for Migrants* or *Refujobs*. However, hiring a refugee is still seen as a risk for several companies, mainly due to the legal procedures required to work in Portugal and the **uncertainty** of not knowing for how long the refugee or asylum seeker will remain in the country. (OECD 2019)

#### **4.1. Entrepreneurial Attitude: Ethnic Entrepreneurship**

Another factor stimulating the integration of refugees into the labour market is the **attitude** and the **ability to achieve self-employment**. It can be defined as entrepreneurial character, and because of its relevant outcomes in the labour market, the factor is going to be explained in more detail. Refugees often belong to ethnic minorities, who are more likely to suffer labour discrimination in the host country because of poor language skills, unrecognized education and qualifications, or just by being considered as outsiders with respect to the host community. This combination of "push" factors has made entrepreneurial activities an alternative way to make use of personal resources to get out of unemployment and into better

socio-economic integration (Wauters e Lambrecht 2008), that would reflect their true skills, qualification and knowledge. Ethnic entrepreneurship can be defined as the self-employment of people belonging to minorities and having a culture different from that of the host country. (Chad and Ghorbani 2011) Several studies show that entrepreneurship rates are often higher among foreigners than natives, and that entrepreneurs coming from minority ethnic groups, like refugees, are generally more successful. (Waldinger, Aldrich and Ward 1990) This is probably due to the fact that they are less **risk-averse**, have better opportunity perception, and are more confident about succeeding in a new and unfamiliar environment (Levie 2007), especially since their migration's decision has been involuntarily and influenced by the fear for personal safety. Moreover, because of the **different background, knowledge**, and the heterogeneity they bring into the economy, ethnic entrepreneurs may also trigger radical innovations with respect to the host country's standards. (Acs 2006) Despite legal and language challenges, refugee entrepreneurs may also have important competitive advantages, especially in the service industry, more specifically tourism and hospitality, which represents the most attractive area for refugees to venture. It requires less capital, less know-how, and ethnic entrepreneurs can have access to a low-cost co-ethnic labour force. (Portes and Jensen 1989) Nevertheless, one of the main barriers to the entrepreneurial success of refugees is the hostile political environment in many host countries, where local communities blame refugees for depressed wages, lack of jobs, and increased crime rates, hindering the integration process. (Mulvey 2010) But since refugees' chances and willingness, to return to their homelands are very limited, especially in cases like Syria where there is little hope for solutions in the short term, it is in the governments' best interest to facilitate integration into the host society, labour market, and economy. Refugees who do not have access to the labour market are forced to rely on the welfare system of the host country. At the same time, refugees are involuntary migrants who sometimes even come from middle and upper-class

backgrounds, being consequently well educated, resourceful, adaptable, and independent. Thus, supporting refugees' entrepreneurial aspirations is important not just to assure their socio-economic advancement, but also because successful entrepreneurs will no longer be dependent on governments' aid, and will enhance the welfare and economic growth by creating jobs for both locals and refugees. (Alrawadieh, Karayilan e Cetin 2018)

#### **4.2. Social Support and Mental Health**

Two further key variables, which affect the outcome of an individual's acculturation process and thereby one's integration into the labour market, are **perceived ingroup social support** and **perceived outgroup social support**. Both variables are worth mentioning, as they are not only included in Berry's acculturation model (figure 2) but also in more recent and complex acculturation frameworks such as the *Multidimensional Individual Difference Acculturation Model* by Safdar et al. (Safdar, Lay e Struthers 2003) and the MITA Model by Fathi et al. (2018), which build onto Berry's acculturation strategies.

Ingroup support hereby refers to the perceived social support from family and friends from the ingroup (e.g. same ethnic minority, country of origin), whereas outgroup support considers the social support originating from the host society.

According to both above-mentioned models and several other studies, these factors can both have a stimulating or inhibiting effect on the refugees' integration in the labour market: the availability of social support can not only significantly lower **acculturative stress**, even when individuals had been exposed to **traumatic events**, but also facilitates the coping with challenges related to a bi-cultural surrounding (Safdar, et al. 2003; Fathi, et al. 2018; Jerusalem et al. 1996). However, the absence of this support can also aggravate the feeling of loneliness and lead to the deterioration of refugees' mental health. Both factors, in-group and out-group social support, have significant effects on a refugee's **mental health**,

which again influences the overall integration. Thus, in-group and out-group support play a key role in the acculturation process and therefore also deserve consideration in the context of refugees' inclusion into the labor force.

### **4.3. Language Socialization and the Language Barrier**

Since the **language** barrier is considered one of the main obstacles for the integration of refugees into the labour market, the concept of language socialization has been examined in more depth in this paragraph. Not being able to speak the local language is not just a barrier to accessing the labour market, but it can also be a major factor for preventing proper integration, culturally and socially speaking. Nevertheless, most countries offer language training program upon arrival that permit to obtain social and communicative competence, raising attendees only to the poverty line, and not allowing to achieve technical proficiency, which is necessary to thrive in the upper and middle class. Indeed, competence refers to understanding the use of language in determinate situations, and this is enough to navigate the welfare system and get employed within a blue-collar job. But to access higher positions in the social and work hierarchy, a more complete academic and technical knowledge of the language is needed.

This is where language socialization plays a crucial role, defined as a lifelong process that takes place when a person seeks some level of proficiency in a language other than their mother tongue in order to engage in social and community practices by Duff (Duff 2012). This process can be facilitated through specific programs, like for example reception and placement classes offered by Catholic Charities in the US, which teach individual norms, customs, and cultural habits of the host country exclusively in English. The reason why language socialization is a fundamental factor for integration is that it permits to go beyond the basic language skills for survival and self-sufficiency and allows to increase social

mobility in the host community and job market, since language proficiency is a core asset that increases employability. (O'Connor 2014) Nevertheless, it must be pointed out that the second language and the second culture, referring to the host country's ones, are inextricably linked. The culture and the habits of a community influence the accent and the way a dialogue develops, and this is why language socialization processes should include also cultural teachings to allow new learners to fully integrate with the host community. (Kelley 2014)

**5. Summary of Integration Factors and Introduction of Individual Deep-Dives**

Examining the leading question about the *inhibiting and stimulating factors for the integration of refugees into the society and labour market*, the following factors were identified so far:

Stimulating Factors for Integration	Inhibiting Factors for Integration
Younger Age (at Arrival)	Older Age (at Arrival)
Favourable Conditions in the Host Country	Hostile Conditions in the Host Country
Access to Good Language Courses	Poor Language Skills
Time of Residence in the Host Country	Long Waiting Period to access Labour Market
Education	Gender Inequalities
Recognition of Foreign Skills	Employer's Negative Perception of Refugees
Entrepreneurial Mindset	Legal Issues
Ingroup and Outgroup Support	Future Uncertainty
Mental Stability	Acculturative Stress & Trauma
Different Knowledge	Cultural Conflict

**Table 1:** Stimulating and Inhibiting Factors for the Integration of Refugees into the Society and Labour Market

According to these findings and taking into consideration the group member's individual areas of interest, four key themes related to refugees' labour market integration were identified, which will be explored further within the individual parts:

- Associação Pão a Pão and Mezze's role in fostering the integration of refugees in the Portuguese labour market and how they plan to strengthen their operations.
- Out-group social support: The Portuguese context and the role of the Portuguese community.
- The psychological perspective: The role of refugees' mental health in the labour market integration. What are the psychological challenges and is Mezze tackling them?
- Global best practice examples: Which practices are implemented and which of them can be adopted by Mezze?

## **INDIVIDUAL PART: Case Studies on Best Practices within the Hospitality Sector**

### **1. Introduction**

In order to deal with the complex problem of refugee integration, host countries need to provide refugees with not only the basic services such as food, clothing, shelter and medical care, but also facilitate the access to the labour market, as well as language courses, education, cultural understanding and social inclusion. Without these combined, refugees will never achieve total autonomy nor have a dignifying life (European Foundation for Democracy 2018).

As evidenced in the seminar "Commercial Solutions to Social Problems", despite being an open and liberal country, Portugal still suffers from a poor refugee integration, effectiveness wise (Salgueiro 2020).

This project was intended at collecting evidence-based information to support Mezze's mission of helping refugees with a successful integration. The first stage of this project, the collective part, served to contextualize the refugee crisis worldwide and in Portugal, as well as to



understand the acculturation process migrant refugees go through, in order to finally identify the hindering and the stimulating factors for refugee integration into the labour market.

The following section will zoom in into several case studies which will provide Best Practice examples in the hospitality sector. This section will address the research question: *Which practices are being implemented worldwide with the purpose of creating the refugee integration program?*

This paper is structured as follows: In section 2, the **methodology** will be introduced; in section 3, the **results** gathered from the case studies will be presented; in section 4, a critical view of the results will take place, in a form of **discussion**; in section 5, the **limitations** will be described; section 6 will be reserved for **recommendations** and finally, section 7 will wrap up the study with the major **conclusions**.

## **2. Methodology**

*This chapter aims at defining the methodologies applied to the research process, starting with a theoretical approach to Case Studies, followed by the selection criteria as well as the Data Collection methods.*

### **2.1. Why case studies?**

According to Robert K. Yin theory in *Case Study Research: Design and Methods* (2014), a mixed methods research enables the study of a broader and more complicated research questions, as is the one being targeted. In this paper, different methods were used and combined simultaneously: we conducted personal interviews as to gain, describe, interpret, and contextualize in-depth insights, researched theoretical reports, and developed case studies.

Therefore, seven social businesses, who work or have worked with refugees in the past, were analysed in depth. In order to develop a more compelling and robust research, a multiple case study analysis with these organizations was conducted, in which each selected case predicts

similar results (*literal replication*) or contrasting results (*theoretical replication*) with respect to the others (Yin 2014). This process allowed to identify which best practices are more commonly used within this field, and which are the least common and most valuable ones at which Mezze can aspire.

## **2.2. Case studies selection criteria**

The case studies included in this paper were chosen according to the following criteria: (1) being a social business who works or has worked with refugees in the past, (2) aiming at their integration into the labour market and consequently, into the host country, and (3) belonging to the hospitality sector, since it is Mezze's sector and thus, being easier to replicate and adapt some of the features.

## **2.3. Data Collection**

The following paper relies mostly on **primary data** on the form of semi-structured interviews, as well as **secondary data**, gathered from the organizations' websites, articles and reports provided throughout the project. The interviews were conducted through digital tools such as *Zoom* or *Microsoft Teams* (as all seven best practices take place outside the country), lasting from 30 minutes to 2 hours, combining informal conversation with more structured questions (appendix 1). In the cases which it was not possible to schedule an online meeting, the same interview script was sent via email and the answers delivered in a written form.

*Table 2: Table of Interviews to Best Practices*

Organization name	Interview form	Interview date	Country	Interviewee function
1951 Coffee Company	Videocall	08.10.2020	California, USA	Employment Manager
Break Bread, Break Borders	Videocall	21.10.2020	Texas, USA	Founder
Refoodee	Email	17.11.2020	New York, USA	Founder
Foodhini	Email	08.10.2020	Washington, USA	Chief Operating Officer
Magdas Hotel	Videocall	15.10.2020	Vienna, Austria	Chief Operating Officer
Refugee Food Festival	Videocall	27.11.2020	Paris, France	Training Program Manager
Gustamundo	Email	01.10.2020	Rome, Italy	Founder

### 3. Results: Case Studies on Best Practices

*In this section, seven case studies will be assessed under the following criteria: Training Program, Language Courses, Impact Measurement, and Follow-up plan.*

#### a) American

##### 1951 Coffee Company

1951 Coffee Company provides a two-week **Barista training program** with free classes held in English and a capacity of 5 to 12 refugees, where the fundamentals of coffee making, customer service, and the American workplace are taught. The organization's team is composed by the barista training program manager, the recruitment specialist, and the employment specialist. The first week of the program offers a more technical training, while the second week focuses on the final exam and provides support in interview training to apply for the job market. Finally, the Barista Training program ends with an Open House & Graduation ceremony in which a professional diploma is handed to the training graduates.

This social business places available a one-hour **language course** per week with volunteers and in addition, suggests other organizations whose core business is language courses, often for

free. For those who do not speak English, 1951 helps them find a production vacancy which does not imply direct contract with clients.

The **impact** produced by the enterprise is measured through the amount of job offers to the program' graduates, as well as their average starting salary. So far, 221 refugees and asylum seekers from 33 countries have completed the Barista training program and there are currently 44 employment partners in the coffee industry.

Regarding **follow-up plans** after the training program, either trainees are employed by 1951 in higher positions, or the employment specialist helps them prepare for interviews and reaches out to employment partners nearby where graduates live (through their postal code) to see if they are hiring. Finally, there is a formal follow-up three months, six months and one year after the completion of the program (Eaton 2020).

### **BBBB (Break Bread, Break Borders)**

The **training program** created by the founder Jin-Ya is designed only for women and consists in helping refugees to achieve the Food Manager License certificate which allows them to work independently. To receive this license, women are offered on-the-job training, focused on hard skills, as well as soft skills training such as the storytelling training “Compassion Building program”.

BBBB does not provide its own English **language course** but rather suggests organizations who do and relies on translators combined with alternative learning methods, focusing on a more visual and less verbal communication.

Regarding **impact measurement**, this social business does not measure with any specific tools; instead, it believes in providing an in-depth training to each women, so to create a greater impact rather than helping in a larger scale but to a smaller extent.

Break Bread, Break Borders does not formally **follow-up** the refugee women, despite staying in close contact with several former trainees and encouraging them to pass on the knowledge acquired in the training to newly arrived women. (Huang 2020).

### **Refoodee**

Refoodee provides a Barista **training program** in partnership with other coffees in the industry to provide a twenty-hour course with an educational curriculum including subjects such as Origins of Coffee and the Espresso Machine Basics. Once the training is completed, both refugees and asylum seekers are expected to have obtained the necessary set of skills to apply for any job in the coffee industry.

There are no **language courses** available in this training program.

Regarding **impact**, Refoodee measures it through the number of refugees who find a job in the hospitality industry after the completion of the training program, with and without Refoodee's partners. In addition, the impact of the program is measured through the level of integration of each refugee into the local community combined with the number of businesses in the hospitality industry who commit to hire Refoodee's graduates.

There is a **follow-up** three months, six months and one year after the program. Once the training is over, refugees are either offered a barista mentorship or become employed with one of Refoodee's partners (Noelle 2020).

### **Foodhini**

In the first month of Foodhini's **training program**, refugees are expected to provide support to other chefs, while receiving culinary training by the culinary manager on different techniques and food safety, besides starting to develop their own customized menu. There is no specific timeframe on this training, as some chefs require more time and support than others to properly learn the techniques and guidelines of a commercial kitchen in the US.

This organization does not provide any specific **language course**. However, whenever possible, the training is conducted in each refugee's native language, to facilitate the learning and integration processes.

The **success of the training program is measured** through the rate of colored staff people as well as repeat customer rates.

As a **follow-up** to the training, chefs place their own recipes on the menu and become responsible for managing their own inventory and production (Haber 2020).

## **b) European**

### **Magda's Hotel (Austria)**

This Carita's subsidiary provides a **training program** in the form of a three-year apprenticeship including one year and half of training. The practical training takes place at the hotel combined with one month at school. Refugees are selected, through online recruitment channels, based on their soft skills, namely communicational, social, and motivational. Students are trained by a team of professionals in the industry who guide them through four different business units in the hotel: Recycling, service and reception, catering, and cleaning. In addition, there is a social worker available once a week in charge of providing support with non-work-related issues, namely, family, legal or financial problems. Having a work permit as well as speaking German (level B1 minimum) are both requirements to apply for a job at the hotel.

Despite being required to have a level B1 in German in order to work, English **language classes** are provided if necessary through Magdas Hotel, by experts in the field.

This enterprise has partnered with the University of Vienna in 2017 to perform an **impact measurement** study, consisting in measuring the refugee's skills throughout the program, comparing results, and observing improvements in skills during this period.

There is no formal **follow-up**. However, Magdas Hotel tries to maintain contact with former trainees up until one year and half after the completion of the program (Sonnleitner 2020).

### **Refugee Food Festival (France)**

Refugee Food Festival provides, as of today, the annual festival itself, plus two distinct **training programs**: the Sunflower, focused on providing specific training to work at collective restaurants, and the Sesame. This case study will be focused on the Sesame program, as its purpose is the closest to Mezze's. This French training program started this February and aims to train over 280 refugees, in the next three years. It lasts five months, followed by an internship of five weeks, and includes French courses, practical training, and support to prepare students for the integration into the labor market. Once the program is over, participants are asked to take a test on the subjects learnt and after passing it, they receive a linguistic certification as well as a Professional Qualification Certificate allowing them to work as assistants in any kitchen.

The training course is held in French and a minimum level of A1 is required. French **language classes** are provided, if necessary, before starting the actual food training.

Information regarding **impact measurement** of this specific training program as well as **follow-up** plans was not made available (Pia 2020).

### **Gustamundo**

The **training program** at Gustamundo was designed for refugees with former cooking and entrepreneurial skills, and lasts between three to six months, followed by a three-year training contract. It is divided into two sub programs, dependent on the refugee's background: waiter or cook training.

The training is offered in Italian and the restaurant does not provide **language courses**; however, it funds external Italian language classes if necessary.

Gustamundo does not rely on any specific tools to **measure its impact**. Nonetheless, as of today, all graduates managed to find a job.

Once the training is completed, refugees can remain in the restaurant as full-time or part-time employees or choose to leave and find a new job in the hospitality sector. In that case, Gustamundo remains in contact with the program graduates and collaborates in special events occasionally (Compagnone 2020).

#### **4. Discussion**

*In the following chapter, a critical view of the case studies will be employed, revealing patterns, and linking best practices with the inhibiting and stimulating factors introduced in the collective part, in order to raise relevant questions which will then serve as “food for thought”.*

The first and most evident feature present in the case studies above is the structured training program offered by most best practices, with specific stages and a timeframe set from start. This tackles several problems such as the so-called **bubble effect**, also present in Mezze. In their case, employees never leave the restaurant and choose to remain in their safety net, leading to possible growth stagnation rather than an effective integration. By having well-defined phases and a time limit, organizations are able to manage expectations and facilitate



professional development, as there is an incentive for refugees to try to learn as much as possible during that period in order to leave prepared to navigate the job market.

Another integration factor still not tackled to its full extent is **language**. Despite not being assured by every organization, all best practices recognize knowing the host country's language as one of the most determinant factors for a successful integration into the labor market and an inhibiting one when this skill is not acquired. Either through providing language courses themselves when requested (Sonnleitner 2020) or by offering weekly classes with volunteers (Eaton 2020), it is crucial to have some control over the classes provided, since it was proven it is not enough to rely on the solutions offered by the government, as seen in the collective part *“Introducing Integration Factors in the Portuguese Labor Market”*.

Furthermore, a different characteristic spotted amongst some of the organizations is intended to facilitate the integration of refugees into society and relates with after-work activities. These events vary from movie sessions, picnics or team hikes (Eaton 2020); workshops, storytelling, talks between refugees and the community, and cultural trips to galleries and museums (Huang 2020) or events and get-togethers with the local community as Refoodee does (Noelle 2020), and tackle several factors.

First, by implementing a set of non-work-related cultural activities, organizations create a more welcoming environment and less hostile setting for refugees to start their new lives and careers, thus contributing to improve the **host country's conditions**. Second, the inhibiting factor of **acculturative stress** is also alleviated through these leisure and social activities. Third, the **outgroup support** is tackled as well by these best practice examples, as social interactions with colleagues, friends and the community are fostered, and new connections created.

Moreover, the Break Bread, Break Borders social enterprise is tackling a negative factor concerning the integration of refugees: **gender inequality**. Its catering training program is

focused on supporting women with the technical and practical skills necessary to develop their own food businesses and achieve financial independence and autonomy, which is typically not the case for refugee women in a host country.

Another pattern can be spotted amongst the case studies above: several social businesses deliver professional certificates and diplomas at the end of the training programs, as it is the case of BBBB, 1951 Coffee Company, Refugee Food Festival, and Magdas Hotel. By doing so, these organizations are addressing the aforementioned **recognition of foreign skills** factor. Typically, refugees arrive to the host country without proper documentation. This has been associated with finding individuals with higher degrees of education only having access to low-skilled jobs, instead of pursuing a career within their fields of study. Besides, handing out professional diplomas also stimulates an **entrepreneurial attitude**, since through providing food licenses as BBBB does, organizations are enabling refugees to start their own businesses.

There are still some barriers to a successful integration into the market labor left untackled. The **employers' negative perception** of refugees is one of them. So far, it has not been directly addressed by any enterprise, however, 1951 Coffee Company wishes to implement a formal training with its partners in the industry hiring 1951' graduates, to educate both parties on how to adapt to one another and avoid **cultural clashes**, as well as to eliminate any preconceptions that might exist due to lack of information.

Besides, refugees also face **legal issues** upon arrival, which often slow down the integration process. In order to ease these governmental barriers, Magdas Hotel works with a social worker who supports refugees on a weekly basis, regarding work-related matters, as well as family and financial questions.

As presented in the collective part, one additional factor hindering integration of refugees is **age**. Evidence shows that the younger a refugee is, the smoother the process of integration will

be; the same rationale holds for older refugees, making the process more challenging. However, it is interesting to verify that this has not yet been tackled by any of the best practices analyzed.

*Would it make sense for Mezza and similar social businesses to start considering refugees' age, when designing the training programs, adapting these according to the different needs?*

Another strategy to contribute to a strong **outgroup support** and stimulate a successful integration is through fostering interactions between refugees and native people not only outside work, but inside as well. This can be achieved through the creation of mixed teams of employees, allowing for cultural exchanges to occur and creating symbiotic relationships. Mentorship programs with partners in the industry as Refoodee does is one way to successfully tackle this factor.

## **5. Limitations**

*Before delivering the final recommendations, it is important to consider the results discussed above in the light of some limitations, if to be adopted by Mezza and similar social businesses.*

The first and most evident limitation to be considered is **geographical**. Since the research focuses on the integration of refugees in Portugal, the information gathered from the best practice examples should be filtered and interpreted according to the country they are in. For instance, the American social businesses have a dimension proportional to the size and location of the country. Hence, it would not make sense to expect the same results and level of impact from a Portuguese social enterprise.

With geographical limitations in mind, it is important to reflect upon sub-constraints, namely, **political, financial, and cultural**. Depending on how liberal or conservative a country is, its openness to receive refugees as well as to foster a successful integration might change, and that

needs to be considered when adopting certain features. The state of the economy in each country also plays a major role in this subject, when considering governmental support for integration programs as the one Mezze plans on creating. On top of this, the culture differs greatly depending on the geographical location, meaning that it would be easier to predict certain behaviors from Latin countries, such as Italy, if to be replicated from Mezze, than from the United States, which presents a larger cultural gap.

The final limitation of this study concerns the **reliability of the data** gathered: the recommendations provided were sustained with theory but based on the seven case studies analyzed above, which is a rather small sample. In addition, to use the data collected, we needed to rely on testimonials in every interview which may suffer potential measurement errors or carry incentives for lying.

## **6. Recommendations**

*The following chapter is meant to combine all insights gathered in the previous sections and deliver the major recommendations in order to provide Mezze and similar social businesses with enough ideas on what to include in a successful refugee training program.*

It is advised to Mezze and similar organizations to build a structured **training program with a timeframe** and milestones set from start, in order to manage refugees' expectations and better understand each phase of the integration process.

The second recommendation is pointed at the need for solid **language courses**, easily accessible and compatible with working schedules, either provided by Mezze or by a suggested alternative, as long as it is free and improves substantial knowledge.

Another scenario worth reflecting upon is the idea of building a different **training program only for women**, or at least with additional features including extra training, given that a high

percentage of refugee women have never worked before in their lives and are not as prepared as men to enter the job market (Huang 2020).

It is also advised that once the program is over, Mezze delivers a **professional diploma/certificate** to recent graduates, in order to facilitate the navigation in the job market, given that most refugees arrive without proper documents to prove former educational background.

This research suggests it would be beneficial for **refugees and native employees to work side-by-side** in the same team, as synergies would be born out of the cultural exchanges and the lack of information and preconceptions regarding refugees would be mitigated.

Another recommendation arising from this study is the idea of creating **partnerships** with other businesses in the hospitality sector, to enrich the training program and increase the outgroup support, stimulating the integration into the labor market once the training is over. It is also advised to social businesses as Mezze to provide these partners with a formal training before employing the program graduates in order to educate them on how to adapt to different cultures. To tackle the legal issues refugees face upon arrival, it is recommended to include a **social worker** on the training program team, to support refugees with the various non-work-related barriers they need to overcome.

Mezze should also consider drawing specific features and challenges of the training program according to the **refugees' age**, as their needs might change depending on the phase of life they are in, as well as their education level. It would also be interesting to create different partnerships dependent on age. On top of this, it is worth thinking about candidates going through some type of **pre-selection** to enter the training program, instead of delivering the exact same training despite the different backgrounds and experiences. This way, there could be a customized training with sub-classes dependent on each refugee's background, for instance, for cooks, waitresses or managerial positions.

The final recommendation arising from the study above regards the **impact measurement** of Mezze's future training program. Provided that this social business aims to increase its reach and level of impact amongst refugees, it is vital that the effectiveness of the program is properly measured. Following Magdas Hotel example, it could be interesting for Mezze to partner with Nova School of Business and Economics, – given the former connections to the Social Leapfrog Program, Nova Junior Consulting and Nova Social Consulting clubs – to develop a structured measurement study with specific KPIs in place.

## **7. Conclusion**

As observed in the beginning of this study, openness to receive refugees does not necessarily mean effectiveness at integrating them. To achieve a successful integration in the host country, it is key that refugees are granted total access to the labour market, only then will they be fully prepared to be integrated, in the long run. As rightfully said by the former United Nations High Commissioner for Refugees,

*“(...) We must establish a solid link between the humanitarian, resilience, and development dimensions (...) and build longer-term community resilience in areas most impacted by the refugee presence.” (Guterres 2014)*

The theoretical research combined with the above case studies served to draw meaningful conclusions and recommendations to Mezze and similar social businesses on how to successfully tackle the factors influencing refugee integration, thus increasing the impact produced.

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## Appendix

### Appendix 1: Building Blocks for Interviews with Best Practice


1. How do you support refugees and where are these refugees from?
2. If there is a specific training program in place:
  - a) How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Do you provide any language course? Which skills are trained?)
  - b) What happens after the training program? Is there a follow-up plan in place?
  - c) How do you measure the impact of the training? What were the major results so far?
  - d) Have you experienced any difficulties in the past?
  - e) Where do you see opportunities to the future?
3. How do you facilitate personal and professional growth?
4. Do you have partners that support you? (government, NGOs, other organizations,...)
5. How is your financing structured? Do you have funding?
6. How do you prevent refugees from staying only at your organization (never leaving the “bubble”)?
7. How do you facilitate integration of refugees in society? Are there additional activities/ trainings?
8. Do you measure and track your social impact? If yes, how?
9. How successful have you been in terms of impact?

**Note:** Not all interviews contain the same exact questions, given that a few new ones were added to the initial script as the research project evolved.

## Appendix 2: Links to Best Practices' websites

Organization name	Website Link
<b>1951 Coffee Company</b>	<a href="https://www.1951coffee.com/">https://www.1951coffee.com/</a>
<b>Break Bread, Break Borders</b>	<a href="https://www.breakbreadbreakborders.com/">https://www.breakbreadbreakborders.com/</a>
<b>Refoodee</b>	<a href="https://www.refoodee.com/">https://www.refoodee.com/</a>
<b>Foodhini</b>	<a href="https://foodhini.com/">https://foodhini.com/</a>
<b>Magdas Hotel</b>	<a href="https://www.magdas-hotel.at/en/">https://www.magdas-hotel.at/en/</a>
<b>Refugee Food Festival</b>	<a href="http://www.refugeefoodfestival.com/?lang=en">http://www.refugeefoodfestival.com/?lang=en</a>
<b>Gustamundo</b>	<a href="https://www.gustamundo.it/">https://www.gustamundo.it/</a>

### Appendix 3: Table with Best Practices' extra information

Organization name	Year of Birth	Place of Birth	Core Business	Funding	Partners
	2015	California, USA	Coffee Specialty	Non-profit social enterprise with self-sufficient coffees; Training program financed through funds, grants and private donations	Community partnerships with catholic refugee organizations and employers in the coffee industry
	2017	Texas, USA	Catering Services	For-profit social enterprise financed with micro grants covering costs of food and medical bills as well as restaurant's rent. Training program supported through grants	Non-profit community partners such as universities, the International Rescue Committee and Islamic organizations
	2019	New York, US	Coffee Specialty	Non-profit organization supported entirely through private donations and funds raised through the UNHCR	United Nations High Commissioner for Refugees (UNHCR)
	2015	Washington, USA	Online Delivery Restaurant	For-profit social enterprise financed through Angel investors	International Rescue Committee (IRC), Lutheran Social Services (LSS), and the Ethiopian Community Development Council (ECDC)
	2015	Vienna, Austria	Hotel	For-profit social business financed through Carita's loan plus crowdfunding as well as material contributions. Works at normal hotel	City Hall, Booking.com, Competence Center for Non-profit, Organizations and Social Entrepreneurship of WU
	2016	Paris, France	Annual Festival	Non-for-profit initiative. (Sesame program) – Ministry of Labour and Employment Centre Agency	Envergure and Refugee Food Festival
	2017	Rome, Italy	Restaurant	Non-profit enterprise financed through another restaurant called "El Pueblo" plus its own revenues	Caritas Italy, Red Cross Italy, Italy Hello, Joel Nafuma Refugee Center

## Appendix 4: 1951 Coffee Company archive

### Appendix 4.1: 1951 One Pager (provided by the manager Rachael Eaton)



**1951**  
COFFEE COMPANY

#### ABOUT

1951 Coffee Company, created in 2015, is a nonprofit specialty coffee social enterprise. We are breaking barriers for newly resettled refugees and asylees by providing a path to financial stability and a welcome entry into their new home, while educating the surrounding community about refugee life.

#### THE CHALLENGE

Refugees and asylees face huge barriers in seeking, attaining, and sustaining employment while simultaneously adapting to their new homes. With minimal training, cultural orientation, and often limited English skills, it is difficult to find employment in a welcoming environment. Due to the burdensome financial realities of resettling in the U.S., it is imperative that refugees and asylees quickly find employment that provides a living wage.

#### THE SOLUTION

Through our Barista Training Program, employment at our cafe, and job placement in the coffee industry, we break the barriers refugees and asylees face in pursuing the financial stability needed to have self-determination. Program participants learn more than just how to make quality coffee. They learn vocational English skills, customer service standards, and U.S. workplace expectations and responsibilities while receiving ongoing support as they embark on their new career path.

#### OUR IMPACT

SINCE 2017

 221 Graduates	 \$17,13 Average Starting Salary	
 82% Job Offer Rate	 44 Employment Partners	 37 Countries Represented

#### WAYS TO SUPPORT

- ✓ Visit our cafe
- ✓ Buy coffee and merchandise online
- ✓ Donate
- ✓ Volunteer
- ✓ Follow us on social media

Mailing Address: 2407 Dana Way, Berkeley, CA 94704 • Cafe Address: 2410 Channing Way, Berkeley, CA 94704 • [www.1951coffee.com](http://www.1951coffee.com) • [engage@1951coffee.com](mailto:engage@1951coffee.com) •  @1951coffee

### Appendix 4.2: Interview with 1951 Coffee Company

## **Interview with Rachael Eaton (Employment Manager at 1951 Coffee Co.)**

**Interviewer:** Joana Durão  
**Interviewee:** Rachael Eaton  
**Date:** October 8, 2020  
**Form:** Semi-structured

### **General Statistics about 1951** (provided by Rachael Eaton):

3 cafes, 2 in Berkeley, CA and 1 in Oakland, CA (which closed during the pandemic); 25 baristas; 5 Permanent Staff Members: CEO, CDO, Development Manager, Director of Operations & Finance and Barista Training Program Manager; 3 Temporary / Contract Staff Members: Employment Specialist, Recruitment Specialist and a Marketing Coordinator.

#### **1. How do you support refugees and where are these refugees from?**

“We provide a 2 week-long free barista training program for those protected and recognized by the ORR, which includes Refugees, Asylum Seekers, Cuban / Haitian refugees, Special Immigrant Visa Holders (SIVs), Amerasians, and Victims of Trafficking. During the training program, we teach the basics about specialty coffee and instruct on how to navigate the job searching and interview processes. Once they complete the training program, the Employment Specialist works directly with each individual to create their resume, apply online to different jobs, and schedule interviews. If they receive an interview from one of our coffee industry partners, the Employment specialist will attend the interview with the barista graduate upon their request for additional support and to provide translation when needed.

In addition, before Covid-19, we had 3 cafes that were staffed by our barista training program graduates - two in Berkeley and one in Oakland - with over 15 baristas working between the three locations. Due to the pandemic and our current financial situation, we had to let go of all

of our barista except 3 and unfortunately had to close our doors on our Oakland location for the foreseeable future.

These are our statistics on the countries represented by our barista program graduates”:

Eritrea: 99	Tibet: 4	India: 2
Afghanistan: 9	Burkina Faso: 3	Iraq: 2
Bhutan: 9	Saudi Arabia: 3	United Arab Emirates: 1
Ethiopia: 8	Russia: 3	Senegal: 1
Guatemala: 7	Ivory Coast: 3	Venezuela: 1
Syria: 7	Sri Lanka: 3	Mongolia: 1
Nepal: 6	China: 3	Belarus: 1
Uganda: 6	Myanmar: 3	Colombia: 1
Mexico: 5	Honduras: 3	Vietnam: 1
Iran: 4	Brazil: 2	Indonesia: 1
Sudan: 4	El Salvador:2	Kazakhstan: 1
Cameroon: 4	Mali: 2	Tanzania: 1

**2. How do you deal with culture, religion, and race clashes among refugees from different countries (if there is any)?**

“Since the training program is only 2 weeks long, we don’t usually deal with cultural, religion, or race clashes among refugees from different countries. In reality, a lot of our baristas, even though they are from different countries, end up teaching each other, learning from one another, and becoming friends even after the training program. In our cafes, though, we often run into clashes between our baristas. Since our baristas work closely together in the cafes and a majority of our baristas speak Tigrinya, we often have to deal with issues of the baristas who don’t speak Tigrinya feeling left out or that the other baristas are talking about them behind their backs. To address these issues, we have our cafe managers, HR, and sometimes the founder come in to talk to the individuals affected to see how and if we can resolve the issues. We’ve tried to set the precedent of speaking in one language while in the cafe to make sure that no one feels left

out, etc. Another issue we have run into in the cafe is the difference in the level of professionalism between baristas due to the cultural differences / personalities, similar to issues of any cafe / restaurant”.

**3. If there is a specific training program in place:**

**a. How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“The program has a duration of two weeks and the Barista training program team is composed by: the Barista training program Manager, in charge of facilitating the entire program; the recruitment Specialist, who recruits for the barista training program and assists with teaching in the barista training program and the employment Specialist, who assists with teaching the barista training program and helps with employment post training program. The size of each class is between 5 and 12 refugees/ asylum seekers. The training program is delivered in English.”

**Interviewer note:** For those who don’t speak English, 1951 coffee helps them find a production vacancy (packing coffee and other activities that do not require direct contact with clients). The organization also provides weekly language course with volunteers, if necessary, or may also suggests different organizations, sometimes for free.

**Layout of the Training Program:**

“First Week- Monday: Behind the Bar (how to wash dishes in a 3-compartment sink), Timers & Scales, French Press, Coffee 101 - History of Coffee; Tuesday: Pour over, Introduction to Customer Service (basic dialogue with a customer); Wednesday: Coffee Cupping, Aeropress, Introduction to POS (cash register - how to take an order, record an order, take cash); Thursday: Pastry tasting, making espresso, POS practice and Friday: Open House & Conversation practice with a volunteer group.



We open up our barista training program for 2 hours to the public for them to practice taking REAL orders and making drinks for customers. All drinks are free!

Second Week – Monday: Milk Steaming, Coffee 103: What is Specialty Coffee?; Tuesday: Practice making drinks, Field trip to a local coffee shop!; Wednesday: Practice making drinks, Final Exam: For the exam, baristas will pick a drink out of a hat and have to make it in front of everyone without any mistakes; Thursday: Interview practice with community volunteer group & Open House; Friday: Open House & Graduation ceremony (with certificates).”

**b. What happens after the training program? Is there a follow-up?**

“After the training program, the Employment Specialist will arrange a meeting with each barista graduate at our 1951 Cafe to talk about their availability and double check their resume. The Employment Specialist will reach out to some of our coffee partners near where the barista graduate lives to see if they are hiring / send their resume and availability. We also cold-email different places that are hiring via Craigslist or other job posting sites, which I then encourage our graduates to take their resumes to those stores and talk to the manager, to give them authority and ownership in the job searching process. Once they land a job, we will assist in the onboarding process (paperwork, training if needed, etc) to make the transition as smooth as possible for both the barista trainee and the employer. We formally check in with our barista trainees 3 months, 6 months, and 1 year after the completion of the training program to see if they are still working and keep record of their job path after the training program. Informally, we will meet up with our barista training programs one month after the program for a fun event such as a picnic or going to a movie”

**c. How do you measure the impact of the training? Any results so far?**

“We measure the impact of our training through the amount of job offers. Even if a barista graduate does not take the job, it still counts and is how we effectively apply for grants. Our job offer rate for the past years has looked like this:

2017: 82%; 2018: 64%; 2019: 81%; 2020: 69%

We also measure the impact of our training through the average salary that our barista trainees make, which is a liveable wage (\*minimum wage in Berkeley is \$15.50)

2017: \$18.88; 2018: \$16.77; 2019: \$17.15; 2020: \$17.34.”

**d. Have you had any difficulties in the past?**

“Community partnerships with coffee industry employers - getting them onboard with our protocol and process as well as taking a change in hiring a refugee / asylum seeker; Barista graduates who schedule interviews but then don’t show up; Finding employment opportunities for those who speak lower English levels if none are available at 1951.”

**e. Where do you see opportunities in the future?**

“We were hoping to expand to different cities in the U.S. and have done a pilot training program in San Diego and Seattle. However, with the pandemic, we have had to change our priorities and do more cafe build out. We are hoping to implement our “Barista 2.0 Program” which is going to have 3 different parts: - Roasting - Managerial Training - Intense Barista Training in Café.

Personally, I would love to implement a Financial Literacy class - teaching budgeting, how to open up a bank account, etc.”

**Interviewer note:** Future formal training to employers of other coffees in the industry hiring 1951’ graduates in order to educate both parties on how to adapt to each other and avoid cultural clashes, as well as to eliminate any preconceptions regarding refugees.

#### 4. **How do you facilitate personal / professional growth?**

“We encourage barista trainees to get connected to English classes or other opportunities from different organizations in the area (financial literacy classes, workforce development training, etc).

Within the cafe, we offer one-on-one English language tutoring for our baristas and a community member. We also encourage our baristas to grow within the company from a barista to a lead barista to a manager, which is based on work-ethic, timeliness, and overall professionalism in the workplace.”

**Interviewer note:** In the future, 1951 wishes to provide training for higher positions (such as manager) inside the organization.

#### 5. **How does the support after the training program work?**

“Somewhat talked about this above but another point that I didn’t touch on was our pandemic outreach. At the start of Covid-19, our barista training program team transitioned to doing more caseworker work in which we reached out to all of our part 221 barista trainees to help them apply for unemployment, food stamps, medical, and other benefits that they may need if they lost their jobs. We wanted to make sure that everyone had the support they needed and the tools to navigate the negative impact of pandemic when their contact with other organizations may not allow them to get the support or help they need.

Doug, the Founder of 1951 who used to work at the International Rescue Committee, wanted to extend the support that we were able to provide as an organization for longer than the 6 month time-period that the U.S. government puts under the governmental agencies that resettle refugees. As a result, we are able to provide support and community for graduates of our

training program for however long they need it. A lot of our barista trainees come back and see us either at our cafes or at our Barista Training Program Open Houses so we have definitely built a strong community.”

**6. Do you have partners that support you? (government, NGOs, other organizations)**

“We have community partnerships with refugee organizations throughout the Bay Area, such as: The International Rescue Committee; VACCEB (Vietnamese American Community Center of the East Bay); the Jewish Family & Community Services of the East Bay; Catholic Charities of the East Bay; Burma Refugee Families & Newcomers; Partners in Trauma Recovery; Lao Family Community Development; Oakland International High School; Oasis Legal Services; SF-CAIRS: San Francisco Coalition for Asylee, Immigrant, and Refugee Services; Upwardly Global, who send referrals to our program. We also have community partnerships with employers throughout the Bay Area with 69 coffee companies and 14 in the food industry.”

**7. How is your financing structured? Do you have funding?**

“Our financing is the (1) Cafes, which make enough to be self-sustainable (pay for employees, coffee, milk, etc) but we cannot pay for our barista training program or our office employees through this avenue and (2) Grants and Donations: We rely heavily on grants and donations (private or individuals) to fund our barista training program, which costs about \$1000/barista trainee.”

**8. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

“With the format of our organization, most barista trainees end up with other companies since we are only able to employ around 15 baristas as a time. As a result, most of them are placed

in other jobs throughout the Bay which allows them to assimilate and adjust to the U.S. and the American workplace. Also, some refugees just realize that coffee isn't their thing, which is totally okay! They will go on to find jobs in a field that they are interested and passionate about (nursing, cooking, etc). The two managers that we had who went through our barista training program also have moved on - one went to manage a cafe at Dropbox (a tech company) and the other got into business school at Columbia!"

**9. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

"We facilitate integration by connecting refugees and placing them in coffee shops throughout the Bay Area, which allows them to acclimate to the U.S. workplace, use their English language skills, and hopefully form a community with their co-workers.

Other additional activities / trainings we have: Picnics with past barista training program graduates; going to movies with BTP grads; cultural night with 1951 Baristas - every barista shares about their culture for 1 night on a monthly basis; Christmas parties; going away parties; hikes as a team."

**10. Do you measure and track your social impact? If yes, how?**

"I don't think we measure *social impact* so to speak but these are the metrics that we define our work by: 221 Graduates; 44+ employment partners; 82% job offer rates; \$17.13 average starting salary and 37 countries represented."

**11. How successful have you been in terms of impact?**

"Since we don't have super specific metrics, we would say that we are moderately successful in terms of training and job offers."

**Appendix 5:** Break Bread, Break Borders archive

**Appendix 5.1:** Break Bread, Break Borders presentation (provided by the founder Jin-Ya)



Margaret  
Huang  
1940 - 2015





## Break Bread, Break Borders

Food with Purpose



Micro food entrepreneurs



Dignified living wages



Job creation in communities



### 1. Catering Company

Since 2017  
Refugees Cook & Serve  
Master Storytelling



### 2. Handmade Cookies

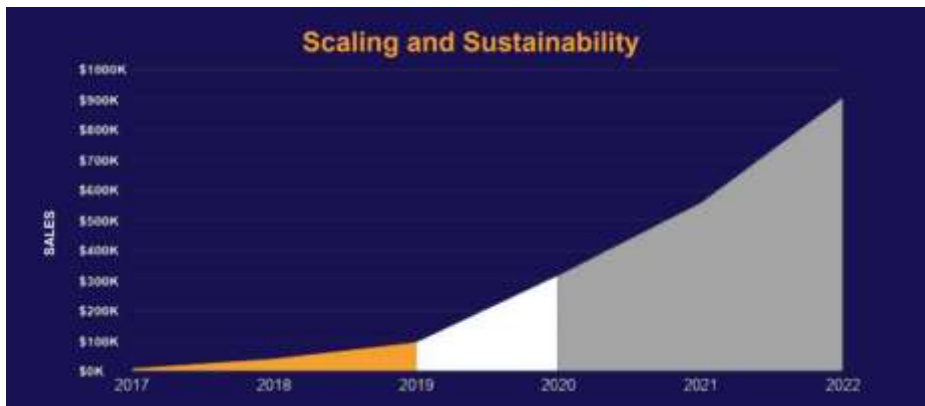
Piloted 2018-2019  
Authentic Recipes  
Sold by the Box



### 3. Packaged Goods

Launch 2020-2021  
Test Regional Stores  
E-commerce Market





## Current Partners

Foundations	Education	Government	Corporations
 Texas Women's Foundation	 SMU	 GEORGE W. BUSH INSTITUTE Leadership COLLEGE FOR WOMEN DALLAS REGIONAL CHARTER	 TIME
 United Way	 HOCKADAY	 City of Dallas	 airbnb
 Philanthropy SOUTHWEST <small>Supporting Communities. Inspiring Foundations.</small>	 Slow Food®	 NEW TEXAS COUNCIL	 COMPASS
 THE DALLAS FOUNDATION <small>Here for Good</small>	 UNT	 MAYOR'S STAR COUNCIL	 U.S. TRUST <small>State of America People. Wealth Management.</small>
			 AVERY DENNISON

Appendix 5.2: Interview with BBBB



## **Interview with Jin-Ya Huang (Founder of Break Bread Break Borders)**

**Interviewer:** Joana Durão  
**Interviewee:** Jin-Ya Huang  
**Date:** October 21, 2020  
**Form:** Semi-structured

### **1. How do you support refugees and where are these refugees from?**

“BBBB offers a training program for only women. They get to know the program through agencies and word of mouth.”

### **2. If there is a specific training program in place:**

#### **a) How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“Training program for working in restaurants and training program to become small food entrepreneurs/managers/chefs. On-the-job-training (Hard Skills) and Soft skills training, helping refugees to achieve the Food Manager License certificate to be able to work independently.

Invest in women rather than men since they give back to their families much more than men, and they have disadvantaged access to job market.

Regarding language, we have translators during the training program and use alternative learning methods (images, listening) because of the many nationalities and different languages involved and because often women are not taught to read and write but just to cook.

BBBB also has a competitive Advantage: **Storytelling** Let refugees tell their stories while cooking permits to make food more personal, passionate, impactful.”

**b) What happens after the training program? Is there a follow-up?**

“There is no formal follow-up, but in BBBB we keep in touch with former trainees through personal relations and encourage women who stay in the organization to help train other refugees. We always know if our graduates are currently working and where.”

**c) How do you measure the impact of the training? Results so far?**

“We have trained 20 **women** in last two years and believe in creating real impact in each woman instead of helping just a little bit more women. Training 20 women means supporting 80 families that means impacting 8000 people!”

**d) Difficulties you had in the past?**

“The language will always represent a barrier, which we try to overcome by working with translators and adopting a more visual communication. We have also had issues with transportation (designate drivers, ride-share and driver’s license access) and the cultural differences between refugees sometimes are hard to manage.”

**3. Where do you see opportunities in the future?**

“Starting in 2021 we will begin to sell packaged goods and launch these in E-commerce as well. We also wish to have our own commercial kitchen in the future and start delivery service.”

**4. How do you facilitate personal / professional growth?**

“ In BBBB we believe one can only grow through collective effort and teamwork. By providing these women with the necessary skills and a professional certificate, they can go and build their own businesses.”

**5. Do you have partners that support you? (government, NGOs, other organizations)**

This project allowed me to get access to other bigger opportunities, like being selected to co-manage huge fund (Bush-Clinton-etc. Fund) for impactful businesses. We also have university partners as well as the International Rescue Committee.”

**6. How is your financing structured? Do you have funding?**

“BBBB is a For-profit enterprise with micro grants that pay for food and medical bills of the refugees and rental of the restaurant.

Catering was our main revenue, but since we’re in a pandemic, we are pivoting to CPG, consumer packaged goods (plan on selling to farmers market, niche / specialty stores).

We have Community Partners who are nonprofits, so they become our fiscal sponsor, we apply for grants to help support the programs. We would love to have social impact investors involved future reference.

We also offer guest lectures, panels, talks with experts in social enterprise and social justice arena.”

**7. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

“The whole program is designed to make women find a job outside by themselves.”

**8. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

“Through Storytelling we promote interaction and engagement with the community (ex: Q&A sessions prompts conversations); volunteer work in the communities (ex: attend conferences to see past presidents give interviews gets the refugees out to meet people, take food business classes to learn new skills and bond with others; introduction to galleries, museums, institutions for exploration on various topics and culture.”

**9. Do you measure and track your social impact? If yes, how?**

“No specific KPI’s in place, more informal tracking.”

**10. How successful have you been in terms of impact?**

Answer not provided.

**Appendix 6: Refoodee archive**

**Appendix 6.1:** Interview with Refoodee (questions sent via email and answered in a written form)

**Interview (questions sent via email) with Whitney Noelle (Founder of Refoodee)**

**Interviewer:** Joana Durão

**Interviewee:** Whitney Noelle

**Date:** November 17, 2020

**Form:** Semi-Structured

**1. How do you support refugees and where are these refugees from?**

“We support refugees and asylees by providing complimentary educational training programs on the culinary arts. The graduates of Refoodee’s 2019 and 2020 educational

programs included refugees and asylees from Venezuela, Afghanistan, the Democratic Republic of the Congo, Syria, and Myanmar.”

**2. How did the project start? How much time has required?**

“The idea to start Refoodee began when we attended the Harvard Business School event “Refugees and the Political Crisis of our Time”. At this event, the International Rescue Committee’s President, David Milliband, asked for our help in providing employment opportunities for the refugees and asylees in their program. Refoodee gained status one year later. You can read more about the Refoodee’s launch at the United Nations.”

**3. Which kind of resources were necessary and which ones were you missing?**

“Our relationships were fundamental to start Refoodee. Our relationship with the International Rescue Committee has also been a vital component to ensure that the refugee and asylee candidates who attend our trainings are a great fit for our program.”

**4. If there is a specific training program in place:**

**a. How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“Refoodee has partnered with the leaders of the coffee industry in the United States to create an educational curriculum for our barista training programs. Our goal with our training programs is to provide refugees and asylees with the necessary skills for them to obtain stable employment (whether as a barista, barista-in-training, or prep cook). Our programs have been taught by nationally ranked barista competitors with a curriculum that includes subjects such as the Origins of Coffee, Espresso Machine Basics, Introduction to Espresso, Milk Chemistry, etc. You can learn more about our training programs here.”

**b. What happens after the training program? Is there a follow-up?**

“Upon completion of Refoodee’s training program, participants can be offered a barista mentorship or employment with one of Refoodee’s partners.”

**c. How do you measure the impact of the training? Results so far?**

“One way we measure the impact of our training programs is by the number of participants that go on to obtain employment in the hospitality industry (both with and without Refoodee partners).”

**d. Difficulties you had in the past?**

“Offering in-person trainings have posed quite a few limitations (i.e. primary language each program is taught, number of participants, skill level of participants, etc.). We look forward to expanding Refoodee’s educational offerings next year with our virtual platform.”

**e. Where do you see opportunities in the future?**

“In 2021 Refoodee will be hosting training programs on a virtual platform. We will also be offering a culinary cohort for foodies and aspiring chefs that will include basic skills for obtaining employment at a restaurant.”

**5. How do you facilitate personal / professional growth?**

“Refoodee connects refugees and asylees who are passionate about the hospitality industry with our hospitality partners who are committed to mentoring them. We have found bringing together these two groups to provide a symbiotic relationship founded on community and social change.”

**6. Do you have partners that support you? (government, NGOs, other organizations, ...)**

“Yes, the UNHCR.”

**7. How is your financing structured? Do you have funding?**

“Refoodee is currently supported entirely by private donations.”

**8. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

“At Refoodee we believe in helping people help themselves. It is our hope that the education and skills we provide to refugees and asylees will continue to open doors for them throughout their career and that the relationships we help facilitate will enable them to better assimilate to their communities. We recently learned that a Refoodee graduate from our first training cohort obtained employment at one of New York City’s premier banks due to the customer service skills he developed while working as a NYC barista for the last year.”

**9. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

“100% of Refoodee’s hiring partners have made the commitment to mentoring refugees. In addition to providing professional mentorship, Refoodee graduates are integrated into the local community through hosted events and get togethers.”

**10. Do you measure and track your social impact? If yes, how?**

“Refoodee measures program-level impact by each graduate’s level of integration into the local community post training (3 months, 6 months, one year). Refoodee measures

population-level impact by the number of hospitality industry businesses that pledge their commitment to hiring Refoodee’s graduates.”

**11. How successful have you been in terms of impact?**

“Since Refoodee launch at the United Nations Headquarters on World Refugee Day of last year, we have been thrilled with our program’s impact and the awareness it has already brought to the hospitality industry in New York City and Los Angeles.”

**Appendix 7: Foodhini archive**

**Appendix 7.1:** Interview with Foodhini (questions sent via email and answered in a written form)

**Interview (questions sent via email) with Alix Haber (COO of Foodhini)**

**Interviewer:** Joana Durão

**Interviewee:** Alix Haber

**Date:** October 8, 2020

**Form:** Semi-structured

**1. How do you support refugees and where are these refugees from?**

“We hire immigrants and refugees to make their home recipes for the Washington, DC community. We work with refugee resettlement agencies in the DC area for our chef hires as well as our support staff, and provide them training and development, access to the



market, as well as an above market salary and benefits. We currently have immigrants and refugee staff from Afghanistan, Eritrea, Laos, the Ivory Coast.”

**2. Is there a specific training program in place? If the answer is yes:**

**a. How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“Our chefs are trained when they start working with Foodhini by our professionally trained Culinary Manager. They work as a support staff to other chefs for their first month of employment as they develop their own menu and receive culinary training in knife skills, techniques in efficiency, and food safety. When possible, the training is completed in their language.”

**b. What happens after the training program? Is there a follow-up?**

“When our chefs are sufficiently trained, their food is placed on the menu and they become responsible for managing their own inventory and production.”

**c. How do you measure the impact of the training? Results so far?**

Answer not provided.

**d. Difficulties you had in the past?**

“Cooking in a commercial kitchen in the US can be very different than the backgrounds of our chefs, in terms of food safety regulations and efficiency techniques. Some chefs require more training than others.”

**e. Where do you see opportunities in the future?**

“We would love to bring staff on in other support roles, such as Prep Cooks and Line Cooks, and develop their skills to the point where they could become chefs.”

**3. How do you facilitate personal / professional growth?**

“After the completion of the initial one -month training course, chefs are offered an annual stipend to be used towards their education and professional growth.”

**4. Do you have partners that support you? (government, NGOs, other organizations, ...)**

“We work with the International Rescue Committee (IRC), Lutheran Social Services (LSS), and the Ethiopian Community Development Council (ECDC).”

**5. How is your financing structured? Do you have funding?**

“Yes, we have a number of Angel Investors.”

**6. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

“This has not been an issue for us historically. After 2-3 years, our chefs become antsy and excited to start their own ventures and work independently.”

**7. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

“Our chefs are integrated through their work and through making connections with staff from other countries. Additionally, our American leadership provides support in integration activities, such as public transportation, banking, taxes, etc.”

**8. Do you measure and track your social impact? If so, how?**

“We look at the percentage of our staff and management team that are foreign-born and people of color. We also look at our repeat customer rate to determine the customers that are interested in supporting immigrant and refugee issues.”

**9. How successful have you been in terms of impact (and how do you measure impact)?**

“Yes. Currently, 89% of our staff and 50% of management are colored people. Our repeat customer rate is 50%.”

**Appendix 8: Magdas Hotel archive**

**Appendix 8.1: Interview with Magdas Hotel**

**Interview with Gabriela Sonnleitner (CEO of Magda’s Hotel)**

**Interviewer:** Joana Durão

**Interviewee:** Gabriela Sonnleitner

**Date:** October 15, 2020

**Form:** Semi-structured

**Interviewer notes:**

Magdas Horel Mission is to change the mindset of the Austrians around how valuable refugees can be; 28 employees in the hotel so far; 11 apprentices in training right now; 200 in the whole company; Founded and owned by Caritas, but Magda operates as independent business; Helps not only refugees but also people with disabilities;

There are four Business Units: Recycling; Hotel; Catering and Cleaning.

**1. How do you support refugees and where are these refugees from?**

“Refugees find us through word-of-mouth and through online recruiting channels.”

**2. If there is a specific training program in place:**

**a. How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“Apprenticeship program (3-year contract which includes 1.5 years of training) with practical training at the hotel plus 1 month at school (during evenings or weekly trainings). Magdas hire industry professionals to train the apprentices and work alongside them; If refugees required English classes or expert training in specific areas, we provide those resources. There is a minimum B1 level German (at reception a little bit of English).”

We have one social worker in the team for support, one a week, to help on work, living, family, financial issues.

The selection of refugees is done by posting on the internet and recruiting channels. Definition of skills needed, usually communication, personal, social and motivational skills (not cooking or similar, they can learn those).”

**b. What happens after the training program? Is there a follow-up?**

“Most apply for another job (usually in hospitality) but sometimes they need some employees to stay in the hotel, especially if they are good!

There is no follow-up due to time restrictions, even though we believe it should. We try to stay in contact with the program graduates until 1.5 years after.”

**c. How do you measure the impact of the training? Results so far?**

“We have partnered with the University of Vienna to draw a n impact measurement study which has been in place for 2 years. It measures the impact from the beginning until the refugees leave, observing improvements in refugees' skills.”

**d. Difficulties you had in the past?**

“How to balance the social and business issues in the beginning, challenge to find the right experts to handle the social issues present. Plus, refugees usually have a complicated background.

Clashes within employees from different cultures happened in the first two years due to a lack of a consistent framework in Magda’s.”

**e. Where do you see opportunities in the future?**

“The vision is to increase the number of hotels to 2, already planning new opening in Vienna. At the same time planning to renovate current building that is too old. The ultimate goal is to have every hotel in Austria be more accessible to people with a difficult background, be it any kind of disability or a difficult personal life.”

**3. How do you facilitate personal / professional growth?**

“We provide some specialized courses and training for individuals.”

**4. Do you have partners that support you? (government, NGOs, other organizations, ...)**

“No sponsorships, the community volunteers to help the staff in certain issues (IT courses, personal issues, legal issues). Samsung provided a contribution (TVs for the 4<sup>th</sup> floor) as well as the Academy of Fine Arts (gifted art pieces for rooms).”

**5. How is your financing structured? Do you have funding?**

“No public funding: We function like a normal hotel; Economically ok and able to repay loans, profitable. Some guest don't even know that they employee just refugees when they book. The remodeling of the building into a hotel was financed by crowdfunding and a loan from Caritas Vienna.”

**6. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

“The apprenticeship contract ends in 3 years, so they know they have to move on at the end of that period. There is also an incentive to leave which is to go look for a job with better wage.”

**Interviewer note:** Magda's apprenticeship pays the minimum wage on purpose so to motivate employees to look for a better financial situation after.

**7. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

“There are no community activities, we let refugees choose how they want their integration process to take place – help is limited to legal or day to day problems – we opt not to interfere too much with their private live.”

**8. How successful have you been in terms of impact?**

Answer not provided.

**Appendix 9: Refugee Food Festival archive**

**Appendix 9.1: Interview with Refugee Food Festival**

**Interview with Valenine Pia (Manager at Refugee Food Festival)**

**Interviewer:** Joana Durão  
**Interviewee:** Valentine Pia  
**Date:** November 27, 2020  
**Form:** Semi-structured

**1. How do you support refugees and where are these refugees from?**

Some refugees are met through the festival and others through NGO’s and shelters.

**2. If there is a specific training program in place:**

**a. How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“The Sesame program takes place in France; Started this February and will train 280 refugees in the next three years across 9 French cities; It’s a five-and-a-half-month full

time training with 5 weeks of internship (in different restaurants); refugees have to do the mandatory classes given by the state; At the end, refugees have a written test and receive a professional diploma.

**Sunflower:** training people and helping them finding a job in the sector of collective restaurants (like restaurants in hospitals, schools, any other place that is always open) The main objective of the organization is to help refugee cooks to find jobs in the sector through the networking between the refugees and the participant restaurant chefs.

Most of the times, the chefs know a minimum of the main language of the country where it takes part. If not, refugees are encouraged to learn the basics of the language for a couple more months or if necessary, there is a translator.”

**b. What happens after the training program? Is there a follow-up?**

“**RFF:** We do a follow-up with the refugees that we work with, we help them write a resume and look for job offers in the city they are living in.”

**c. How do you measure the impact of the training? Results so far?**

“As the training program is still quite recent and was born in the context of the pandemic, no results were measured so far.”

**d. Difficulties you had in the past?**

“Norms of behaviour that are expected from you that are obvious for us but not that obvious for refugees → part of the social worker to teach them these norms; Language barrier is a bit tricky; Need for educate host society on how to integrate refugees.”

**e. Where do you see opportunities in the future?**

“Social media: we try to reach as many people as possible through Instagram, Facebook, as there is so many people using these platforms and it is a big opportunity for us. For



that, we are going to ask for external help to have a better idea on the target population of our work.

Job opportunities for refugees: all restaurants are experiencing a very challenging period, so we are trying to see which sectors have been less affected by the pandemic (in this case, cafeterias, school canteens) where we can hopefully find places to redirect the refugees to.”

**3. How do you facilitate personal / professional growth?**

“The sesame program provides French classes for refugees to be able to learn as much as possible in the cooking training course which ends with a professional diploma, facilitating the search for a job in the sector.”

**4. Do you have partners that support you? (government, NGOs, other organizations)**

“The program is carried out within the framework of the PIC (Skills Investment Plan) with the financial support of the State and its partners.”

**5. How is your financing structured? Do you have funding?**

“The restaurant is independent and makes its own profit, which is used to fund their operations and the NGO. However, the NGO is mostly financed through private investors/corporates, governmental funds, cities we work in. There is no European funding yet.”

**6. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

Once the training program is over, refugees have to leave.

**7. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

“The information is very sensitive, but if the refugees are willing to share their stories, we write and try to shed light on their personal situation. Sometimes we print the stories/recipes to provide the customers of the restaurant. Social media also takes a huge spot in raising awareness on the refugee integration and struggles of the process.”

**8. Do you measure and track your social impact? If yes, how?**

Answer not provided.

**9. How successful have you been in terms of impact?**

“The program is still quite recent and was born in the context of a pandemic, so no results so far.”

**Appendix 10: Gustamundo archive**

**Appendix 10.1: Interview with Gustamundo**

**Interview with Pasquale Compagnone (Owner of Gustamundo)**

**Interviewer:** Joana Durão

**Interviewee:** Pasquale Compagnone

**Date:** October 1, 2020

**Form:** Structured

Disclosure: The following questions were originally answered in Italian and translated to English.

**1. How do you support refugees and where are these refugees from, and what's your business model?**

“Refugees are supported through a training program within the restaurant. Some of them get full-time contracts, others just part-time contracts (especially young mothers from Africa). The restaurant is a small one-person business, the owner is Pasquale, and all the other employees are refugees or asylum seekers. But thanks to the Rome municipality and the organization “Farelazio”, it will become a srl (limited responsibility company) with all the refugees as equal partners. The three main departments are the managing of the restaurant, catering services and delivery (through apps like Just Eat, Glovo, Ubeats, Foodys and Deliveroo).”

**2. If there is a specific training program in place:**

**a. How is the program designed? (Duration, Responsibilities, For whom? Who does the training? Language? Which skills are trained?)**

“The refugees with more cooking and entrepreneurial skills are involved in a traineeship of 3-6 months, and then they sign a contract of 3 years of training. This permits to the refugees to know each other better since it is not simple to make them work together when they come from different countries. Until today, all the refugees that have done this process are now fully employed. But the refugees involved in the program are just the ones that show the necessary characteristics (experience in cooking/restaurant or entrepreneurial mindset). The training program is personalized according to the refugee's skills. The two main programs are the one for being a waitress or a cooker,

using as references the training provided by national norms and rules. All the training is done in Italian, to make it easier to learn the language. Pasquale teaches them personally everything. Anyway, the restaurant does not provide language courses, which are delivered by other organizations.”

**b. What happens after the training program? Is there a follow-up?**

“After the training, some are employed as full-time employees other as part-time employees. Usually, the more skilled refugees are more involved in the activities, from the restaurant to the catering. In case refugees leave the restaurant to pursue the hospitality career in other countries, Gustamundo always maintain a sort of contact, and sometimes they still collaborate to realize special dishes for special occasions.”

**c. How do you measure the impact of the training? Results so far?**

Answer not provided.

**d. Difficulties you had in the past?**

“The project started 3 years ago and the major difficulties were the language barrier and finding all the ingredients necessary to do the refugees’ dishes. This last problem have been solved thanks to the multi-ethnic market in Piazza Vittorio, Rome.”

**e. Where do you see opportunities in the future?**

“Because of Covid it’s gonna be hard to survive until June 2021 (that’s the main goal). Indeed, not being a non-profit, Gustamundo has no external financings. It’s gonna be important to power up marketing to bring people back to the restaurant.”

**3. How do you facilitate personal / professional growth?**

“The most important thing is having a lot of patience and dedicate a lot of hours of work. Nobody of the current employees was able to work with computers, online orders, taking orders, manage the storage room etc. Now yes.”

**4. Do you have partners that support you? (government, NGOs, other organizations, ...)**

“We have developed partnerships with different organizations, both religious both from the Third sector.”

**5. How is your financing structured? Do you have funding?**

“There are no financing plans. No external funds. Everything is managed by me, and all costs are covered by the revenues of the restaurant. When the restaurant will become and Srl and all the employees will be equal partners, then I will be able to be less “present” in the business activities and the refugees will get also higher salaries.”

**6. How do you prevent refugees from staying only at your organization (never leaving the bubble)?**

“If they don’t want to live it means they have accomplished their main goal! So they are happier if they don’t want to leave.”

**7. How do you facilitate integration of refugees in society? Just through their work or are there additional activities / trainings?**

“Gustamundo does not do extra activities for inclusion. There are other organizations that do that.”

**8. Do you measure and track your social impact? If yes, how?**

Answer not provided.

**9. How successful have you been in terms of impact?**

“Social impact is very positive. Gustamundo is in the TripAdvisor Top 100 for ethnic restaurants. It employs 20 refugees. The level of cuisine is pretty high. Often people think that ethnic cuisine is low quality and superficial. Instead Gustamundo provides high quality food and professional service, competing with any other kind of restaurant and not being just an integration project. One of the mottos is: Don’t come here for solidarity, but because the food is good! Just realizing a good restaurant, with good quality food and service the business can survive and provide stability to the refugees. Then of course the fact that all employees are refugees adds value!”