



**ACTION  
AGAINST  
HUNGER**

**FOR INCLUSIVE EMPLOYMENT  
AND ENTREPRENEURSHIP**

**FOR EMPLOYMENT.  
FOR ENTREPRENEURSHIP.  
FOR GENERATING OPPORTUNITIES.  
FOR A BETTER LIFE.  
FOR FACILITATING ACCESS TO THE  
LABOUR MARKET.  
FOR BUILDING SKILLS THAT  
EMPOWER AND OPEN DOORS.  
FOR SOCIAL INNOVATION.  
FOR SHARING KNOWLEDGE.  
FOR PEOPLE.  
FOR INCLUSION.  
FOR ACTION.  
AGAINST HUNGER.**

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# WE LEAD THE FIGHT AGAINST HUNGER IN AROUND 50 COUNTRIES. IN SPAIN, WE ACT AGAINST SOCIAL AND LABOUR MARKET EXCLUSION

## OUR PRINCIPLES:

INDEPENDENCE

NEUTRALITY

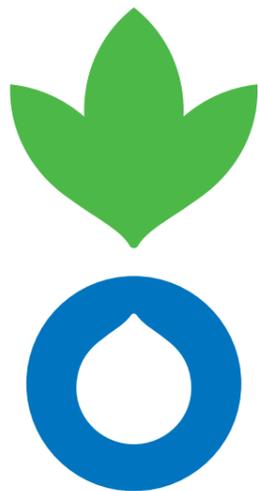
TRANSPARENCY

FREE AND DIRECT ACCESS TO PEOPLE IN NEED

NON-DISCRIMINATION

PROFESSIONALISM

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Action Against Hunger is an international humanitarian organisation that has been fighting against the causes and effects of hunger for 40 years. In Spain, we have been intervening against unemployment and exclusion for five years.

We save the lives of malnourished children. We ensure access to safe water, food, training and basic health care. We do everything we can to free children, women and men from the threat of hunger.

We help people build the skills needed to establish a business or find employment and thus secure a livelihood for themselves to lift them out of poverty and exclusion.

## WE ARE DIFFERENT BECAUSE:



We are **experts in nutrition**. We have a strong **specialist team** that has led great advances in the fight against malnutrition over the last 40 years. Our research is backed by an internationally-recognised scientific committee.



We are part of an active **international network** operating in more than 50 countries on five continents.



We work with an **integrated approach** that combines actions from all our specialist fields to fight against hunger (both its effects and its causes): nutrition, health, agriculture and livelihoods, disaster risk management, water, sanitation and hygiene to fight against both the effects and the causes of hunger.



We intervene both in **emergencies** and in **development**. We continue to support people after the crisis.



We work with **governments** and local partners to incorporate our work into their policies and institutions, thus expanding the scope of our projects and making them **sustainable**.



We have an **emergency team** ready to be mobilised to anywhere in the world in **less than 24 hours**.



We have **transparency mechanisms** to ensure that every euro invested in our organisation can be tracked.



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## OUR SOCIAL ACTION IN SPAIN

More than 3 million people are unemployed in Spain, with an unemployment rate that has barely fallen below 15% in recent years. And at the moment, working is no guarantee of having an adequate livelihood. Temporary work, low wages and other precarious conditions bring people closer to the cycle of poverty, exclusion and even food and nutritional insecurity.

Not having an adequate livelihood puts the most vulnerable groups in the population at risk: young people, women (on whom the family responsibilities usually fall), immigrants, people over 45 and long-term unemployed people, among others.

Being unemployed or in a precarious work situation leads to income decreasing or disappearing, and if there is no social protection network (NGO, public employment services, social services etc.), it makes it impossible to support the family and increases the likelihood of starting down a downward social trajectory. The household starts to cut spending on leisure, clothing, furniture and, over time, changes its diet (the consumption of meat, fish, fruits and vegetables decreases and that of cereals, pulses and root vegetables increases). As a result, there are situations of food insecurity. This is why promoting livelihoods has always been part of our intervention.

Unemployment reached historic figures in Spain in 2013, affecting more than 6 million people, 27% of the population. Until then, we had never intervened here. The time had come to do so. We launched inclusive employment and entrepreneurship programmes. The goal? To help people build the skills that the labour market demands today or that are required to start and build a business.

Because, today, technical skills are almost as important as personal skills for performing a job or starting a business. Our programmes help people build these skills and abilities, ranging from knowing how to create and manage their network of contacts and being more flexible to being able to adapt to change and self-motivate.

### OUR PROGRAMMES HELP PEOPLE BUILD THE SKILLS THAT OPEN DOORS TO THE LABOUR MARKET IN A STABLE, LASTING WAY

Since we started our social action in Spain, we have supported more than 10,000 people in Spain so they could improve their job opportunities. We operate in 19 provinces. We have gone into Vocational Training institutes, prisons and wherever we have identified that there was room for some kind of action to promote social and labour market inclusion.

Likewise, we have exported the experience to other countries where promoting labour market inclusion is a tool in acting against the causes of hunger.

Adapting to the situation in each country, we have taken our methodologies to Georgia, the occupied Palestinian territory, Nicaragua, Peru and Senegal.

With the main support coming from the European Social Fund and agreements

with public and private agencies and entities, we continue to act. And we seek not only direct intervention, but also to exchange experiences and generate knowledge to reach more people through other organisations. This is why we have created the European Network of Innovation for Inclusion and participate in five European consortia of innovative projects against the exclusion of disadvantaged groups.

We opened a path in 2013 and will continue following it while we are needed.

For inclusion. Against unemployment.  
For action. Against hunger.



**Luis González, Director of Social Action and Decentralised Cooperation, Action Against Hunger.**

# OUR IMPACT



WE HAVE IMPROVED THE EMPLOYABILITY OF  
**10 604** PEOPLE



**3131** PEOPLE  
HAVE FOUND JOBS



**994** PEOPLE  
HAVE JOINED TRAINING PROGRAMMES TO  
IMPROVE THEIR PROFESSIONAL PROFILE



**446** NEW  
BUSINESSES  
HAVE BEEN SET UP



**270** VT TEACHERS  
ARE APPLYING METHODOLOGIES TO TEACH  
ENTREPRENEURSHIP TO THEIR STUDENTS



**640** VT STUDENTS  
HAVE LEARNED TO CREATE BUSINESSES WITH  
SOCIAL IMPACT



WE HAVE ADVISED ON THE DEVELOPMENT OF  
**984** BUSINESS PLANS



**44%**

OF PEOPLE WE HELP LOOK FOR WORK FIND IT  
IMMEDIATELY

AND **49%** DO SO IN LESS THAN 6 MONTHS



**40%**

OF PEOPLE WHO LEARN A PROFESSION WITH  
US FIND WORK IMMEDIATELY



**10%**

OF THE BUSINESS IDEAS WE ADVISE ON ARE  
SET UP



**84%**

OF THE BUSINESSES STARTED WITH OUR  
SUPPORT CONTINUE RUNNING A YEAR LATER



**233** PROFESSIONALS

WORKING IN PRISONS HAVE LEARNED  
SOCIAL AND LABOUR MARKET INSERTION  
METHODOLOGIES



**550** PEOPLE

DEPRIVED OF LIBERTY HAVE PARTICIPATED  
IN PATHWAYS TO IMPROVE THEIR LABOUR  
MARKET INSERTION AFTER FINISHING THEIR  
SENTENCE



**23%**

OF THE BUSINESS PLANS WE HELP TO DEVELOP  
ARE SET UP AS BUSINESSES

Cumulative data from the start of our intervention in Spain in 2014 to December 2018.

# WHERE WE DO SOCIAL ACTION



"I saw entrepreneurship as something very distant. I thought a young person like me couldn't start a business" **Sara, Pamplona.** Social Entrepreneurship Vocational Training Participant. With her fellow students, she devised a sociocultural mobilisation entrepreneurship project.



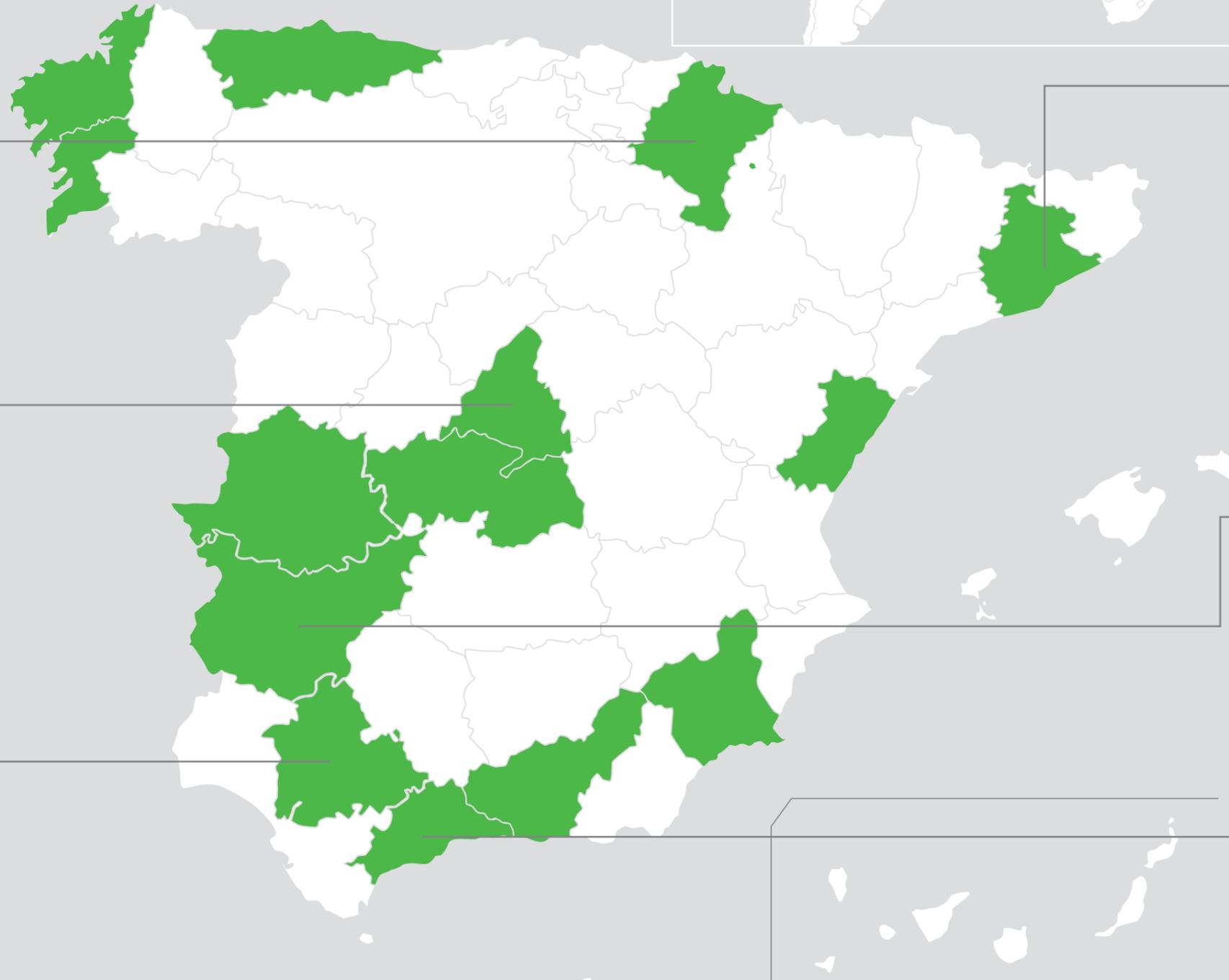
"Now you look for work online. I didn't know anything and I've learned. The psychological support they have given me has also been very important". **Abelardo, Madrid.** Vives Emplea Participant. He found work as a cook in the local authority sector.



"When you start a business, the feeling of personal growth is unique. It's a complicated road, but far from stagnation and job insecurity". **Sofía Paloma, Sevilla.** Vives Emprene de Participant. She opened a language and science school.



"I'm a head chef and I like it, but my goal is to be a stylist. In the programme, I've learned to not settle and to work to achieve it". **Yacine, Barcelona.** Efecto Emplea for Senegalese Women Participant.



"I've created a special electronic waste recycling employment centre that will employ 10 people, 90% with disabilities", **Ignacio,** on his project, selected Best Business Idea in the Circular and Green Economy, **Emprende24, Badajoz Circular.**



"My father knows a lot, but I'm learning new things that we need to know for the family business". **Cristina,** Participant at Valle de Gualdalhorce Employment School (Malága) on organic farming. Her family has a pitaya organic farming project.

 Provinces and countries where we manage projects

# EMPLOYMENT PROJECTS





**WHAT IS IT?**

Vives Emplea is a different kind of programme for supporting people who are unemployed or suffering from job insecurity to look for work. It is an innovative way to help them since it promotes the development and improvement of key skills for employment such as motivation, self-awareness, communication and negotiation through coaching tools, personalised support, corporate volunteering and intermediation with companies.

Participants improve their social and job skills. While they learn how to write a good CV and interview well, most of their learning involves finding out their potential, knowing what professional goals they want to achieve, motivating themselves and improving their self-esteem.

**HOW DO WE DO IT?**

By creating teams of 25 unemployed people who work together in a coordinated way to look for work. Each team member helps the others look for work.

Lasting for four months, they participate in group and personalised sessions, direct contact with companies and participation at employment events and workshops with human resources managers from collaborating companies. Unlike other more traditional approaches, the focus is on improving the skills most demanded by the current labour market, thus increasing the opportunities for finding work.

The programme has already received different awards, including from the European Union at the RegioStars awards for being a good European practice that promotes inclusive growth.



Participants so far:  
**5827 PEOPLE,**  
**68% WOMEN AND 32% MEN**

- 43% of women and 45% of men find work immediately.
- 48% of women and 53% of men find work in the next 6 months.

All data on the number of participants refers to the 2013-2018 period.



**WHAT IS IT?**

Efecto Emplea is a job search support programme aimed specifically at people receiving guaranteed minimum income support because of their social, labour or emotional vulnerability and their difficulties in accessing decent work, often doing work in the informal economy that does not cover their basic needs or give them access to certain services. Efecto Emplea gives them back their self-esteem and equips them with the tools needed to find stable work so they can live without emergency assistance.

Not only do we reduce situations of long-term dependence on emergency assistance, but we also contribute to reducing the number of people at risk of exclusion and households at risk of poverty, and we promote equal opportunities in accessing goods and services.

**HOW DO WE DO IT?**

Efecto Emplea adapts our Vives Emplea programme's methodology to this group's specific needs. The teams are made up of 15 people and, in addition to the group and one-on-one sessions, participants have access to labour intermediation and specific training in digital literacy and new technologies, which are now essential when looking for work.

Participants work on their self-awareness and self-esteem, decision making, motivation to change and being results-oriented; all this translates into attitudes of self-care, being task-oriented, having an emotional link with the environment, autonomy, responsibility and commitment to the future.

**SEED MEETINGS AND CULTIVATING EMPLOYMENT**

As a culmination to the Vives Emplea and Efecto Emplea projects, we organised a final meeting bringing together participants from different offices and delegations. Specialists in HR, personal branding and marketing offered them advice on their job search and professional profiles so they can access the market in a stable, lasting way.



**VIVES APRENDE  
EMPLOYMENT SCHOOLS**

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**WHAT ARE THEY?**

Vives Aprende Employment Schools add the development of specific professional profiles to the Vives Emplea methodology and objectives. Thus, they not only help improve the skills and competences needed for employment, but they also give people specific technical skills for working in sectors with a lot of demand at the moment, such as hospitality, organic horticulture, the care sector and logistics.

Collaboration with local and regional administrations and authorities means we can identify the market niches in each area and, therefore, the demand for professionals.

**HOW DO WE DO IT?**

Each project starts with prior analysis in which we identify the economic sectors and positions with the highest demand for labour in that region.

During the programme, participants acquire in parallel the basic technical knowledge in the school's sector (cooking, organic gardening, logistics, butchering etc.), and the transversal skills for any job (motivation, teamwork etc.).

The training is both theoretical and practical, and always concludes with work experience at one of the companies with which we have partnership agreements. During this phase, we support participants with group and one-on-one mentoring for their adaptation to the work environment to be successful.

They can be official (Certificates of Professional Standards) or not (own qualifications), depending on the sector.



Participants so far  
**441 PEOPLE,**  
68% WOMEN AND 32% MEN



**44% OF WOMEN AND  
36% OF MEN**  
find work immediately

All data on the number of participants refers to the 2013-2018 period.



**SOCIAL AND LABOUR MARKET INSERTION  
PATHWAYS IN PRISONS**

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**WHAT ARE THEY?**

This project improves the job skills (personal, social and professional) of people deprived of liberty through the implementation of personalised social and labour market insertion pathways.

At Action Against Hunger, we do not directly intervene in the prison population, but we train La Caixa's Reincorpora Programme specialists and professionals working in prisons (deputy directors of treatment, labour coordinators, lawyers, social workers, psychologists, educators) for them to support the inmates in their transition processes throughout an entire insertion pathway.

To do this, we train these professionals in tools for assessing job skills and in counselling techniques such as one-on-one and group coaching.

**HOW DO WE DO IT?**

After an initial training phase, imparted by Action Against Hunger, the specialists design a personalised social and labour market insertion pathway to work with the prison population on the skills that need strengthening to find work, participating in one-on-one and group coaching sessions.

The pathways include a personal development plan, an employability profile, a professional skills assessment, a professional development plan, skills workshops and other areas such as guidance (which offers more support for managing the environment's resources) or family recovery (for people who need to recover their family ties).



We have developed it in  
**20 PRISONS**



**233 PROFESSIONALS** and  
**12 SOCIAL ENTITIES**  
550 people deprived of liberty have been served



People take  
**19 DAYS LESS**  
to access employment



**NETWORK OF INTERMEDIATION WITH COMPANIES**

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**WHAT IS IT?**

The network of intermediation with companies aims to increase the labour market insertion of people who participate in our employment support programmes, to whom, thanks to this network, we can offer more opportunities for contacting companies and, therefore, accessing the labour market. Thus, we also seek to ensure that the insertions resulting from participating in Vives Emplea are stable, lasting and quality.

The intermediation team's work consists of signing partnership agreements with companies so that a stable coordination system is generated for managing job offers between the company and Action Against Hunger.

**HOW DO WE DO IT?**

The company's collaboration can cover one or more of these options: providing job offers for our participants, facilitating access to employment or work experience, holding workshops or giving talks through corporate volunteering and offering visits to their offices or facilities to bring participants closer to a real working environment.

The collaborating companies obtain a free recruitment service adapted to their needs, the opportunity to recruit people who fit the professional profiles they need, support and follow-up on the onboarding and performance of the person recruited, as well as reputation and positioning in the business world as a benchmark company in good practices.

**VIVES EMPLEA HELPS YOU BELIEVE IN YOURSELF".**

Cándida, Vives Emplea Participant



Cándida is working as a salesperson in an appliance shop after a long time being unemployed and going through a very difficult personal and professional situation that she needed to recover from. And what she thought was a programme to help you be active and find work became something more.

*Today, she explains how the programme helped her to better herself, know her skills, overcome her fears and discover everything she is capable of. "I remember Vives Emplea very fondly. You feel supported, with a great atmosphere, of companionship and trust. And, in the end, you realise that the problems are common to all".*

She had lost the self-confidence for finding a job. She relates that the support provided by Action Against Hunger made her change her perspective: *"it teaches you to feel confident, to face an interview, to prepare your job applications and to believe in yourself".* When asking Cándida what she would highlight about Vives Emplea, she is left with *"the work that the coordinators do both professionally and on a human level".*

Her employer, Isabel Fernández, says: *"We soon saw that Cándida was a responsible, sociable and dynamic person. All our customers are now very happy with her and we are too. She continues to outdo herself each day".*

**PROFILE OF THE PEOPLE WE SUPPORT IN LOOKING FOR WORK**

- Spanish woman
- With Compulsory Secondary Education
- From 40 to 49
- Mother with one or two children in their care
- Unemployed



**MORE THAN 370 COMPANIES,** have signed an agreement with Action Against Hunger to be part of the network.



**4 IN 10** people who have participated in Vives Emplea are currently working in companies committed to equality and solidarity.

# ENTREPRENEURSHIP PROGRAMMES



... Querétaro... 6,00 €  
Chorizo y huevo  
... Coahuila... 7,10 €  
Adonzo y salchicha  
La Cubana... 8,00 €  
Doritos York, Salchicha y Chorizo  
La Frida... 5,50 €  
Salchicha  
La Tehuana... 6,40 €  
Chorizo  
... La 1000 Varas... 6,00 €  
Masa (Escalope de Tereno)  
... Chilacahuila... 6,00 €  
Pasta y Tuna  
... Malinalco... 7,10 €  
Masa y Chorizo  
...

DE CHORIZO 6 €  
Chorizo frito

POLLO AL CILANTRO  
Pollo marinado en salsa de cilantro

(PO... ADO  
Pollo

BI...  
Dados de bistec

MAS Q...  
\* \*





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**WHAT IS IT?**

Vives Emprende is a comprehensive pathway for facilitating self-employment and entrepreneurship through personal development and the acquisition and improvement of technical and entrepreneurial skills. Participating in Vives Emprende gives people one-on-one technical and financial advice on their business idea, online and face-to-face training (through group workshops) and access to microcredits to start up their entrepreneurship project.

Vives Emprende participants receive training on how to set up a business and how to develop entrepreneurial skills thanks to a practical, active and participatory methodology with adapted examples and success stories and failures.

**HOW DO WE DO IT?**

Vives Emprende programmes are run throughout the year, during which group workshop cycles are held, so interested people can enrol in any of these cycles. One-on-one advice and support is provided in parallel, before or after the workshops. And once the business has been set up, subsequent follow up is done for as long as necessary until it is established.

**EMPRENDE24**

As part of Vives Emprende, we hold this event consisting of two intensive days of coaching sessions and practical workshops to help people with a business idea create their business plan.

Participants can also qualify for awards for the best business plan, the most innovative Idea or the idea with the greatest social impact, among others.



Participants so far  
**4336 PEOPLE,**  
62% WOMEN AND 38% MEN



The one-year survival rate for the businesses is **84%**  
(87% for women's businesses, 78% for men's)

All data on the number of participants refers to the 2013-2018 period.



**WHAT IS IT?**

This project improves the social and labour market insertion of Vocational Education and Training students by developing their entrepreneurial spirit and skills as well as their ability to start businesses with a positive impact on society.

On the one hand, they acquire the knowledge needed to generate, test and realise a business idea and, on the other, they learn the skills that every professional needs, such as self-confidence, initiative, flexibility... As the end point to their learning, they create business prototypes and defend them at a final closing event before students from other centres and mentors.

After the project has been completed in the classroom, those who wish to move forward receive technical assistance from our Vives Emprende programme.

Social Entrepreneurship Vocational Training also involves a commitment to coordinating public-private-voluntary sector interventions as an effective tool in the fight against inequality. Including the pathway as part of formal training lets us join efforts towards the same objective: the labour market insertion of the young population.

**HOW DO WE DO IT?**

The work is done by training Vocational Training teachers so they acquire methodologies to help them improve their students' entrepreneurial skills in the subjects of Business and Entrepreneurship and Job Training and Orientation (Post-Secondary and Higher), as well as transversely in Basic Vocational Training. We do this in two different ways: By supporting the teachers directly in the classroom and through training courses for Vocational Training teachers, face-to-face and online.

The methodology, the dynamics and the resources that we use are included in the interactive skill guide for social and technological entrepreneurship, accessible on our website.



**640 STUDENTS**  
have learned to create their own work through social entrepreneurship



**252 TEACHERS**  
have learned to teach and encourage entrepreneurship in their students

All data on the number of participants refers to the 2013-2018 period.



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**WHAT IS IT?**

The Youth Entrepreneurship Pathway is aimed at young people between 16 and 30, enrolled in the National Youth Guarantee System, who are unemployed and not attending any training or in education.

Spain is one of the OECD countries with the highest numbers of young people who are neither studying nor working. 22.8% of people between 15 and 29 are in this group, known as 'NEETs', while the OECD average is 14.5%. The transition from education to employment is increasingly complex and this can lead to a deterioration of skills, demotivation and underemployment.

We believe that the 'NEET' category should not label a homogeneous, static group, which does not exist, but rather, describe the insecurity and instability that many young people with very different profiles are suffering from right now, especially those who have less training since the labour market tends to offer specialised positions.

This support programme helps them see themselves as part of the future, as agents that can participate in the labour market in the way they choose and not as passive actors without initiative or decision-making power.

**HOW DO WE DO IT?**

Participants access group workshops with a practical, active and participatory methodology, online training, personalised one-on-one advice and a microfinance programme.

They acquire the technical knowledge and develop the entrepreneurial skills they need to start or establish a business.



**“ACTION AGAINST HUNGER GAVE ME CONFIDENCE”.**

Ángela Santos, entrepreneur



Ángela Santos (31) made the leap to entrepreneurship to escape insecurity. Graduate in Social Education and trained in yoga, for years she combined working as a yoga instructor, social educator, waitress, receptionist etc. “I used to earn a salary based on a lot of little things and that exhausted me emotionally. My personal relationships also suffered from this instability. Insecurity sweeps away a lot of things that are vital”, she explains.

In 2017, with our support, she chose to open her own yoga school in Madrid, Jara Yoga. “I now have the opportunity to grow and live well. My hope is to be able to plan a holiday, not because of being tired, but because it will mean that my life is calm, my income is stable and I can make plans for the future”.

As a young woman starting a business, she has experienced situations in which her abilities have been questioned. “I’ve seen how my degree of maturity and the abilities and skills that come with having your own business have been questioned. I’ve gone to pay my income tax at the bank and the guy at the window asked me: But is this for you? When renovations had to be done at the premises, the carpenter asked me whether my boyfriend knew how to use silicone to finish the skirting boards... A few days before, he had seen me carrying bags of rubble”.

She relates that the support provided by Action Against Hunger made her change her perspective. “In a life as insecure as mine was, in which covering the rent and bills each month was an ordeal, having something of my own, taking on other fixed payments every month, was unimaginable. All the resources that the NGO made available to me, the training process, the coaching, having a professional supporting me... made me change my way of thinking and gave me a lot of confidence”.

She adds: “I never experienced it as an impersonal process between specialist and user, as I had felt with other resources, and that also helped me to trust it. And to believe in the European Social Funds again”.

**PROFILE OF THE ENTREPRENEURS WE SUPPORT**

- Spanish woman (a quarter have non-EU nationality and a residence permit).
- Education from Advanced Secondary
- From 35 to 50
- Mother with one or two children in their care
- Unemployed



**OUR SOCIAL ACTION  
BEYOND SPAIN**



## WE TAKE OUR SOCIAL ACTION TO THE EUROPEAN AND CROSS-BORDER LEVEL, LEADING OR PARTICIPATING IN PROJECTS WITH OTHER ENTITIES. THIS LETS US:

- Find out about and learn new trends
- Have the spaces and financing to improve and innovate in our programmes.
- Incorporate new elements and innovation worked on with other European actors
- Position ourselves in Spain as an actor with concerns that go beyond our borders, concerned about improving our interventions and impact.

## 5 PROJECTS COOPERATION WITH 28 ENTITIES

**IN 15 COUNTRIES:** Spain, Germany, Estonia, Lithuania, France, Cyprus, Austria, Italy, Portugal, the United Kingdom, Greece, Belgium, Finland, Poland, Bulgaria.



**JOBS4TECH:** Training pathway for technical and job skills in virtual and augmented reality Vocational Training students

**4 COUNTRIES:** Spain, Germany, Estonia and Lithuania  
**5 ORGANISATIONS**  
Funded by Erasmus+  
Led by Action Against Hunger



**EMPOWERING LTU:** Programme of empowerment through coaching, neurolinguistic programming and personal branding Unemployed people over 45

**4 COUNTRIES:** Spain, Italy, Greece and the United Kingdom  
Funded by Erasmus +

**5 ORGANISATIONS**



**MIGREMPower:** Pathways and resources for integration Migrants and refugees

**6 COUNTRIES:** Spain, Germany, Italy, Cyprus, Austria and France.

**8 ORGANISATIONS**



**24 COUNTRIES / 133 MEMBERS / 5 PARTNERS**  
**PROFILE: NON-PROFIT ORGANISATIONS / PUBLIC AGENCIES / EDUCATIONAL INSTITUTIONS / COMPANIES**

In this context, Action Against Hunger created the European Network of Innovation for Inclusion, a shared space for creating synergies and cooperation between these organisations. Our objective is to share, combine efforts and work together in the search for solutions for greater social inclusion.

More than 100 organisations are members of the network. These include government agencies, local authorities, foundations, associations, companies and universities.

The European Network of Innovation for Inclusion offers its members the following:

- Keeping up-to-date with European calls relating to the social and labour market inclusion of vulnerable groups and finding partners and entities for submitting project proposals, since the Network's common bond will contribute to better assessments of proposals for European projects submitted.
- Disseminating the activities they are carrying out and that are interesting to share with other members.

- Discovering other experiences for social and labour market inclusion that help them reflect and improve their own programmes.
- Participating in the call for best practices, and if a finalist or winner, participating in fact-finding visits and working groups for each category.

The Network organises a call for best practices each year, with the aim of fostering inspiration among organisations and professionals working for the social and labour market inclusion of people with greater difficulties, as well as being shared and integrated at the European level.

The Network holds an annual event, the Inclusive Employment and Entrepreneurship Forum, a space for sharing the most innovative European initiatives that promote social and labour market inclusion, learning about developments in the sector through roundtables and presentations, and encouraging the creation of partnerships among attendees.



Once the effectiveness of our employability programmes in Spain had been proven, we exported them to other countries where we work, incorporating this area of action as another area we develop at our missions.

- We provide training for our specialist staff and, where appropriate, our partners' staff, both in the field and in Spain.
- We provide technical advice for realising employability diagnostics, as well as project preparation, launch and implementation.
- We monitor the quality of employability interventions in countries where Action Against Hunger works through knowledge management and monitoring impact and performance indicators.
- We provide support in communicating mission achievements as respects their employment programmes in internal and external media

## PHASES IN WHICH WE PROVIDE SUPPORT

### 1st phase. Diagnostics

Prior diagnostics (short term) or employability diagnostics (long term)

### 2nd phase. Development of project proposals

Formulation in collaboration, identification of calls in Spain for decentralised cooperation.

### 3rd phase. Monitoring

Monitoring the intervention, incorporation and exchange of innovations.



## OUR EMPLOYABILITY EXPERIENCE AT MISSIONS



### SOUTH CAUCASUS (GEORGIA, ARMENIA, AZERBAIJAN)

The main objective of our intervention in Georgia has been to reduce poverty among people affected and displaced by conflict. However, our projects achieve a greater impact. Along the border with Russia reside a Chechen refugee population and a displaced Georgian population with major problems of integration and unemployment. The LINC Project gives them the skills needed to increase their employability. But also, by putting them together in the same programme (and facilities), trust is built between the two communities, who usually live together without mixing.

In addition, thanks to the German cooperation, GIZ, to the technical and transversal skills for launching entrepreneurship projects. We are already training specialist teams to run employability projects in the coming years in Armenia and Azerbaijan.



### OCCUPIED PALESTINIAN TERRITORY - GAZA

Under the Right to Work in Gaza project, funded by the Catalan Agency for Development Cooperation (ACCD), we have taken the Vives Emprende methodology and adapted it to the context and the population's needs:

90 Palestinians at risk of social exclusion working on entrepreneurial initiatives. We provide follow up over the next year to ensure the sustainability of their businesses.



### NICARAGUA

We have trained staff of Action Against Hunger and local partners in Geoparque Rio Coco, Madriz in our methodology, in a project funded by the Government of Navarre. The objective there is multiple as we seek to improve the population's self-esteem and empowerment, but also gender equity, respect and a culture of peace.

One of the projects has supported women and young people, community leaders, in starting businesses. 83 business plans have been created from them.



### SENEGAL AND LEBANON

We have carried out employability diagnostics in both countries that have let us work on proposals for social and labour market inclusion programmes adapted to the needs and characteristics of their social, political and legal contexts.



**WE STUDY THE CYCLE LINKING NUTRITION, HEALTH AND EMPLOYABILITY**

© Susana Vera

Unemployment and poor diet go hand in hand and have an impact on each other. Not only does unemployment have an impact on the health and nutritional status of those suffering from it, but it also works the other way round. It is a vicious cycle since people with poorer health have fewer opportunities to find and keep a job.

This is the conclusion of the research we conducted in 2018 in the Madrid neighbourhood of San Cristóbal, in Villaverde, where we ran our Vives Emplea project together with Fundación Montemadrid. The percentage of the population that are vulnerable is high in this neighbourhood, there is multiculturalism (28.5% of the population has foreign nationality) and there are high levels of consumption of unhealthy fats, salt and sugar.

Our contact with unemployed people meant we saw the physical and mental consequences of living without employment and captured in a rigorous study what was an open secret for our teams.

The study's main recommendation was the need to empower these people to take control over their self-care through improved diet and physical activity levels, being able to act synergistically in improving their self-esteem, essential for looking for work.

To do this, following the research we designed and imparted three training workshops to promote self-awareness, change unhealthy habits, improve the perception of one's own health and boost self-esteem, key aspects in employability processes. As a result, all the participants have reduced their consumption of unhealthy fats, salt and sugar and increased their consumption of pulses and fish, as well as their physical activity levels.

Our objective now is to take this new approach to our intervention to other areas by including nutrition and health workshops in our projects.



**EQUALITY BETWEEN MEN AND WOMEN**

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Action Against Hunger has a strategic policy on gender that seeks to ensure that our programmes and projects benefit men and women, boys and girls, equally, according to their specific needs and with the equal participation and collaboration of both genders. In our interventions, we seek to change gender relations to make them fairer and more supportive, redistributing resources, participation and responsibilities between men and women.

In order to develop this policy in our intervention in Spain, we have implemented the Minimum Standards for Gender, which are as follows:

- Ensure that the organisation's internal processes and practices contribute to creating a favourable environment for gender equality
- Contribute to making the policies and practices of

our collaborators, funders and project participants gender sensitive

- Provide support and help staff to incorporate the gender-based approach in their daily work through training, case studies, proposals for dynamics etc.
- Incorporate the gender-based approach throughout the entire project management cycle, from design to evaluation

Conducting gender analyses in our different intervention areas has shown us in greater depth the gender inequities in the field of social and labour market inclusion, the key stakeholders in the environment, as well as identifying strengths and opportunities for improvement in terms of Action Against Hunger's teams, our methodologies and the impact of our programmes.



This certification is in addition to the other certification that our work in Spain receives each year, such as the FORÉTICA certification (ethical management standard SGE-21), which endorses our ethical and socially-responsible management system.

# PARTNERS



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