



Organising labour market integration of foreign-born persons in the Gothenburg Metropolitan Area –

Version I

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Preface

This report was compiled by Andreas Diedrich and Hanna Hellgren at the University of Gothenburg (Gothenburg Research Institute & School of Public Administration). The report also includes insights from other members of the “Organising labour market integration of foreign-born persons – theory and practice” research program: Maria José Zapata Campos, Vedran Omanovic, Patrik Zapata, Ester Barinaga, Barbara Czarniawska, Nanna Gillberg, Eva-Maria Jernsand, Helena Kraff and Henrietta Palmer. It was made possible with funding from FORTE, Stiftelsen för Ekonomiskt Forskning i Västsverige and Mistra Urban Futures (Gothenburg Platform).



Summary

The overall purpose of this report is to review contemporary labour market integration initiatives targeting foreign-born persons (though not necessarily such persons *only*). The initiatives we list here have been undertaken in the Gothenburg Metropolitan Area (“Storgöteborg”) in Sweden. The review contains a map revealing the diversity of such initiatives and a more detailed description of those initiatives that can be considered representative for three sectors: the private sector, the public sector and the third (non-profit/community/volunteer) sector. The report also aims at initiating a discussion about the existing and/or missing connections between various initiatives and activities, and the potential consequences thereof for different groups and individuals.

Sammanfattning

Det övergripande syftet med denna rapport är att presentera en genomgång av samtida initiativ för arbetsmarknadsintegration av utrikesfödda personer (dock inte nödvändigtvis initiativ som inriktar sig enbart mot denna målgrupp) – i Storgöteborg, Sverige. I denna översyn presenterar vi initiativ som representerar den mångfald av initiativ och aktiviteter som sker i organiseringen av arbetsmarknadsintegration och belyser närmare de initiativen som kan ses symbolisera det som görs i offentlig, privat och ideell sektor för att underlätta för utrikes födda att komma in på arbetsmarknaden. Vidare inleder vi med rapporten en diskussion om hur olika initiativ kopplas samman, alternativt avsaknad av kopplingar i organiseringen, och de potentiella konsekvenserna därav för grupper och individer.

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Introduction

The starting point of the OI Research program (*Organising labour market integration of foreign-born persons – theory and practice*) is the vertiginous growth of international migration and the recent “refugee crisis” in Europe, as well as the ever-present issues of social and economic integration of recent refugees and other immigrants. The OI program is a multi-disciplinary research program at the University of Gothenburg that aims to explore challenges and opportunities created by novel initiatives, which aim to support labour market integration (LMI) of foreign-born persons who have been granted residency in Sweden. We pay particular attention to the problems of coordination and co-organisation among this plethora of initiatives.

In our research, we intend to follow as closely as possible the everyday work practices aimed at integrating foreign-born persons into the labour market. Based on the material collected, we hope to produce new knowledge that will facilitate an introduction of more sustainable labour market integration processes. We also hope to contribute to the present debate on the efficacy and sustainability of activities aiming at foreign-born persons’ labour market integration in Sweden.

While it was previously mainly the responsibility of the State, integration today involves a myriad of actors: municipalities and regional bodies, companies, interest groups, but also community-embedded, civil society organisations, as well as individuals. They all design and implement individual and collaborative initiatives intended to facilitate the integration of vulnerable groups into the labour market, and through it, into the society as such. Contemporary integration initiatives may include procedures for validating prior foreign learning,



education and training programs, on-the-job training and internships, language training, mentorship programs, cultural sensitivity training, community-embedded economic initiatives, social entrepreneurship, start-up incubators, procedures for allocating apartments, construction projects in specific neighbourhoods, activities aimed at creating venues where recent immigrant and established persons can meet, community development activities, application development, and more.

Numerous organisations, groups and individuals, develop and use countless models, methods and tools in the name of integrating foreign-born persons – yet they do so based on their own diverging interests, which creates a great challenge from coordination and organising perspective. Furthermore, these activities are as a rule connected to the specific settings where they unfold. The importance of locality, space and territory is critical to understanding the issue of socio-economic integration of foreign-born persons. Yet the literature that connects issues of contemporary migration and integration to e.g. urban studies is still scarce (e.g. Glick-Schiller & Caglar, 2010; 2013). More attention needs to be paid to how integration of refugees and other immigrants into the labour market is coordinated and co-organised within the specific context of cities and other localities. This report is a first step in that direction.

The purpose

The overall purpose of this report is to present a review of contemporary initiatives targeting foreign-born persons with the aim of integrating them into the labour market in the Gothenburg Metropolitan Area (“Storgöteborg”) in Sweden. The review contains a map showing the diversity of integration

initiatives in the context of an urban setting, and a detailed description of initiatives that can be considered as representative for three sectors: the private sector, the public sector and the third (non-profit/community/volunteer) sector. The report also aims at initiating a discussion on existing or missing connections between various initiatives and activities.

The map we created is not, and cannot be, equal to the territory. In other words, not every collective and individual initiative, every project and organisation has been represented here. This impossible task has not ever been our aim: we wish to *highlight* the diversity and the complexity of the labour market integration support landscape.

Demarcation

As this report intends to give a current picture of the LMI initiatives in the Gothenburg Metropolitan Area, a number of obvious limitations can be identified immediately. Geographically, this study is connected to the urban and suburban setting of the City of Gothenburg and its adjacent municipalities. It needs to be added, however, that some of our interlocutors drew the borders of the Gothenburg Metropolitan Area in different ways from us. Also, our report does not compare initiatives in Gothenburg with initiatives in other geographic locations in Sweden or abroad, though some of the initiatives are connected to other initiatives in Sweden, in Europe or even further afield.

Furthermore, as new LMI support initiatives constantly appear and existing ones disappear, we may have included initiatives that have recently been discontinued as well as some of those that are currently being only planned for.

Last but not least, our focus has been on the initiatives and activities that are undertaken under the label “labour market integration” of foreign-born persons, and not on organisations (companies, associations, public authorities, etc.), though those may have become connected through such initiatives and activities.

We also wish to bring attention to the fact that the terms “integration”, “labour market integration” and “inclusion”, are used interchangeably by actors in the field. Therefore, we have included here initiatives that have been connected to labour market integration of foreign-born persons in several different ways, including those that had been labelled differently from the beginning. In some cases, other observers interpreted an initiative as addressing another target group than the one originally intended.

Similarly, it has been a challenge to clearly categorise an initiative as belonging to either the public, private or non-profit/community-based sectors. Some initiatives started out as public-sector initiatives, but later on became labelled as private or non-profit initiatives.

Finally, another major challenge has been in some cases to clearly delimit activities by connecting them to one specific initiative.

These challenges, however, lead to an insight in itself: LMI support initiatives and activities may be connected in mysterious and unexpected ways.

Main terms and how we use them in this report

It became clear to us at an early stage in the work that there exists some confusion when it comes to the concept of “labour market integration”. This confusion was common to the majority of actors working with integration.

Researchers, media, policy makers, and practitioners in the public, private and community sectors use the concept of integration in different ways. The confusion becomes even more palpable when even other related concepts, such as "socio-economic integration", "inclusion", or "establishment" are used in the same context.

One reason for the confusion is that integration, socio-economic integration and labour market integration are seen as positively-charged terms and are thus frequently used by companies, policy makers, public organisations, associations, and individuals. As they cannot be traced back to any particular definition, however, their sweeping use may at times cause confusion as actors use the same concepts, but make sense of them in different ways, depending on divergent situations and experiences.

Thus, while in practice there seems to be a commonly-shared understanding about what is meant by the concept of "integration", and what are its intended results, the concept is constantly contested. This is visible on the national level in frequent changes made to Swedish integration policy, and on the local level in changes made to the organisational processes, routines, methods and structures aimed at "integrating" foreign-born persons. Generally, however, our earlier studies (Diedrich et al., 2011; Diedrich, 2013; 2017) as well as our on-going field studies have shown that "integration" *in practice* is equated with "labour market integration", as evidenced in many projects, activities, events and other initiatives run by state authorities, municipal and non-governmental organisations, and companies. They all try to support foreign-born persons entering employment. In other words, in the field, integration and "labour market integration" are often used interchangeably.

Furthermore, our field studies revealed that, in different settings, different categories of target groups for LMI initiatives are used. This result is not surprising, as previous studies have already shown that, within the context of migration to Sweden, many different categories can be employed "to sort people out" (Diedrich et al., 2011). What is more, the use of such categories changes over time (more on this topic in Dahlström, 2004). While the term "immigrant" (invandrare) was mainly used in the past, and the term "foreigner" (utlänning) is most commonly used in legal contexts, other categories have emerged in recent years, such as "person with foreign background" (*person med utländskt bakgrund*), "foreign-born person" (*utrikes födda*)¹ and "recent refugee and other immigrants" (*nyanlända flyktingar och andra invandrare*), to name a few. While each of these terms has legal definitions attached to them, in practice they may be used interchangeably or in ways diverging from their official, formal meanings. For example, a company representative may speak of "recent immigrants" describing participants in an internship program run by her organisation, although they may be both refugees recently arrived from Syria and EES citizens, who have been in Sweden for five years or more.

Our report emphasises the use of two categories of persons that are frequently made in the focus of various LMI support measures: "personer födda utomlands" or "utrikes födda" (foreign-born persons) and "nyanlända" (recent

¹ "Foreign-born persons" is a category of person included under the Swedish authorities' definition of "persons with foreign background". Under this category, we can find: "foreign-born persons" (*utrikes födda* in Swedish) and "local-born persons with two foreign-born parents" (*inrikes födda med två utrikes födda föräldrar* in Swedish). The definition of the term can be found in the Meddelanden i samordningsfrågor för Sveriges officiella statistik (MIS 2002:3). The definition was changed in 2003, from previously also having included local-born persons with one foreign-born parent.

refugees and other immigrants – here refugees and other immigrants are put in the same category).

To sum up, it is important to emphasise that the terms “immigrant”, “foreign-born person”, “recent immigrant” and other categories, as well as “integration”, “inclusion” and “labour market integration” are all used in practice. At times, people may even use multiple categories when describing one and the same person, group (*utrikes födda* and *nyanlända*) or activity and process (*integration* and *arbetsmarknadsintegration*). Furthermore, the terms “organisation” and “initiative” are used at times interchangeably to describe activities and operations. From our perspective, the terms used are not “just words”: these words *do* things – they produce specific kinds of social action. It is therefore important to investigate how these terms are used in the field and what they *do* in practice. And as there are so many different definitions of the central terms used in this context, we decided not to complicate things further by adding our definitions. Instead, we distinguish between three concepts: actions, activities and initiatives.

By “actions” (*handlingar*) we mean what the providers of LMI support are doing when they say they are supporting labour market integration (for instance, registering a foreign-born person for validation); by “activities” (*aktiviteter*) we connote what the targets of LMI support are participating in, or become involved in in some other way (for instance, validation, civic orientation or mentorship program); and by “initiative” (*initiativ*) we mean whatever people in the field chose to call so – fully permitting the possibility that “the clients” (foreign-born persons) define those differently from “the providers” (for instance, Fast Tracks (Snabbspråret), The Volvo Ladder (Volvosteget) or One Stop Future Shop).

Previous studies in Sweden

In Sweden, the integration of refugees and other immigrants has been a standing issue over the past decades. Compared to other European countries, Sweden has a rather large immigrant population, which has increased from 9,2 per cent in 1990 to 11,3 per cent in 2000 and to 17,9 per cent in 2016 (Statistics Sweden, 2017). Furthermore, Sweden has over the past years taken in more refugees *per capita* than any other European country (UNHCR, 2011, 2015). In 2015, close to 163 000 asylum seekers arrived in the country, an increase of 80 000 compared to 2014 (Swedish Migration Board, 2015). This recent increase in asylum seekers to Sweden has put enormous pressures on various state authorities, such as the Swedish Migration Board, the Public Employment Service (PES), but also on the municipalities working with supporting refugees and other recent immigrants into the labour market.

Increased and improved collaboration has for many years been described as the solution to the problem of facilitating effective and efficient (labour market) integration. The Swedish government acknowledged in an official letter (Skr. 2008/09:24) that better collaboration and coordination of integration support measures, and a stronger concretisation of the country's integration policies were needed, as a long line of commissioned evaluations and research reports since 1997 had shown that integration policy had only yielded "modest" results (Skr. 2008/9:24, p. 5). Achieving integration has been described as a long-term endeavor, which needs to be cross-sectorial and has to involve many different organisations into collaborative arrangements, efficiently coordinated. To enhance the focus on collaboration, the budget proposition for 2018 (prop. 2017/18:1 Utgiftsområde 13) ends with a statement that a collaboration among

public sector, private sector and civil society, as well as close collaboration with employers is crucial – especially in a local context.

The present report reviews the outcomes of these deliberations in practice – more specifically, it presents the plethora of initiatives unfolding in the Gothenburg Metropolitan area under the labels of “integration” and “labour market integration”, as well as the relationships between them.

It needs to be added that previous studies of LMI in Sweden have frequently used an economic perspective. These studies have revealed lower employment levels among foreign-born persons (recent refugees and other immigrants in particular) (Bevelander and Irastorza, 2014), also in comparison to other countries (Bevelander and Pendakur, 2014), and have pointed to the challenges such persons face in the labour market (Peterson, 2013; Aldén and Hammarstedt, 2014, p.5; SCB Tema rapport, 2016:3). Other studies have focused mainly on existing policies and their utility, or lack of it (Emilsson, 2015). While these studies have directed our attention towards the challenges experienced by foreign-born persons in the Swedish labour market by representing them in terms of statistical numbers, and have proposed changes in policy as a solution to these challenges, they have not advanced our understanding of *how* labour market integration unfolds in practice. This report is a first modest step towards filling that lacuna.

The methods

For the purpose of this report, a number of different methods have been used for identifying activities related to labour market integration of foreign-born persons. This report is based on material collected through a) an analysis of

documents from electronic sources, newspaper articles, information material and power point presentations; b) interviews with persons working with foreign-born persons' labour market integration as part of their daily work; and, c) a survey sent out to participants at a workshop on labour market integration of foreign-born persons in Gothenburg in May 2017.

As a first step towards creating a map of integration initiatives, we collected material on active integration initiatives in the Gothenburg Metropolitan area. With "active" we mean here that either a) the initiative has a website where its current activities are described; or b) the initiative is referred to on an organisation's website and its activities are described in some detail; or, c) that the initiative and its activities are referred to and described on other websites, such as those of media organisations.

The majority of material for this study was collected by exploring written sources, including official reports from the Swedish Government, reports published on the Internet, websites of organisations, and other material published on the Internet such as official reports, educational material, and images, photos and utterances from the PES, the educational services providers and other organisations, associations and not-for-profit companies.

We have also conducted 34 interviews with caseworkers and unit heads in public authorities, and employees, including senior managers, at not-for-profit and other private companies, who were involved in such initiatives. Finally, we have conducted 12 observations at workplaces, workshops, meetings, speed matching activities, employment fairs and information meetings.

In order to interpret our results, we need, first of all, to situate them in the history of labour migration in Sweden.

Labour market integration of foreign-born persons – the Swedish perspective

As mentioned before, it has been shown that foreign-born persons in Sweden have at present a lower rate of employment than their Swedish-born counterparts (Peterson, 2013; Aldén and Hammarstedt, 2014, SCB Tema rapport, 2016). This has not always been the case. In fact, during certain periods in the past, foreign-born persons could have had higher rates of employment compared to the Swedish-born persons. After the Second World War, Sweden experienced a great demand for labour, as the country's industry was booming. In order to respond to these demands, a specific labour market immigration policy was developed. In the 1950s and 1960s, the immigration to Sweden was dominated by labour migrants from the other Nordic countries, as well as from Southern European countries, such as Italy, Greece, Yugoslavia, and Turkey. There was at that time no active state involvement in their integration – and no systematic efforts were made to integrate the new arrivals. They went immediately into employment and were expected to return to their home countries in the not too distant future – developments not unlike those in other European countries such as Germany, the Netherlands and Belgium. When fewer jobs became available in industry during the late 1960s, labour market immigration was limited.

In 1972, the labour market immigration was finally halted after increasing pressure from the large trade unions (in particular, the all-powerful Swedish Trade Union Confederation, LO, which saw labour migration as a threat

to their members' interests). Subsequently, the number of skilled immigrants from other Nordic countries, whose skills were defined by the requirements of Swedish industry, dropped to around 5% of the overall immigration to the country. At the same time, the number of refugees and their family members from other parts of the world increased significantly (Lundh and Olsson, 1999). Since that time, the main migrant categories have been asylum-seekers, refugees and their family members.

Over the decades, these developments have been accompanied by attempts by successive Swedish governments to acknowledge Sweden's growing ethnic diversity. Policy makers have time and time again formulated explicit strategies for creating a *multicultural society*, based on equality, freedom of choice and co-operation (Eastmond, 2011). As a result, Sweden is today described on the international arena as the epitome of a well-developed, liberal welfare state with a strong egalitarian and multiculturalist policy agenda (see e.g. Bloch and Schuster, 2002; Koopmans, 2010). Its welfare state policy is seen as playing an important role in the integration of immigrants, as it formally grants refugees and other immigrants the rights that are deemed to equal those of other citizens (Graham and Soininen, 1998). These include citizenship, language training, access to affordable housing, and all the other amenities of the welfare state such as free education, state-subsidised health care and comprehensive unemployment insurance.

While Sweden shares this approach with some other Western European countries, its Scandinavian origins has resulted in the emergence of a specific form of welfare state system – one that combines universal access to generous welfare services with the goal of full employment and growth (Halvorsen and

Jensen, 2004; Schierup et al. 2006; Sainsbury, 2012). The results of earlier studies (see e.g. Haberfeld and Lundh, 2014; Birgier, Lundh and Haberfeld, 2016) have suggested that while all of this has made Sweden into an attractive host-country for migrants in general, it may be a less attractive destination for highly-skilled migrants, because they are usually more interested in securing access to qualified employment than to state-subsidised social benefits.

Swedish commentators tend to stress that many immigrants – refugees and their family members in particular – face increasing stigmatisation and discrimination in the labour market. The most often quoted reasons are the vastly-differing cultural backgrounds and inadequate Swedish language skills of the new arrivals (De los Reyes and Wingborg, 2002 Borevi and Strömblad, 2004; De los Reyes, 2006; Segendorf and Teljosuo, 2011). Over the years, this problem seems to have been exacerbated by the intensifying structural changes in the Swedish labour market, where lower-skilled jobs have all but disappeared.

So, while there is a shift from a migration of labourers to one consisting mainly of humanitarian and political refugees from African and Middle-Eastern countries, there are also serious structural changes taking place in the Swedish labour market. It is against the backdrop of these changes that increasing attention has been given to integration, and the issue of how to manage this integration in a *better* and *more efficient* way.

The establishment program for recent immigrants (*Etableringsprogrammet*)

Central in these developments has been the Establishment Plan

(*Etableringsplan*), the resettlement program for recent refugees and other

immigrants, which was recently replaced by new legislation and transformed into the Establishment Program².

Until 2010, the municipalities were responsible for the resettlement of recent refugees and other immigrants, and for their integration into the labour market and society. Persons granted asylum were registered with the local Social Security Office, and the municipality on its own arranged for them internships, Swedish for Foreigners (SFI), and civic orientation courses supposed to increase their understanding of Swedish society and its norms and values.

In December 2010, the resettlement activities were reorganised with the launch of the Establishment Reform (*Lag 2010:197 om etableringsinsatser för vissa nyanlända invandrare*, or *etableringsreformen* in Swedish). As part of this reform, the PES was given the responsibility for coordinating the resettlement of recent refugees and other immigrants in need of protection (*skyddsbehövande*). The intention was that recent immigrants would be integrated into the Swedish labour market quicker under the auspices of the PES than through the Social Security Service, and would not end up as passive recipients of social benefits (Prop. 2009/10: 60).

In practice, the reform subsequently shifted towards a more explicit labour market focus. Currently, the PES, together with the recent immigrants, and in collaboration with other authorities, municipalities, companies and other organisations, sets up an establishment plan. The plan includes the activities or

² This recent change in legislation is the latest in a long line of changes in laws and regulations and we will not go into greater detail on the content of the changes. One thing we do wish to highlight however is that the Establishment Program does not see participation on the program as a fundamental right anymore. Instead, responsibility for participating on the program is placed on the recent immigrant, who needs to ensure he or she meets all the criteria for admission and fulfills all required tasks planned for as part of the program, such as attending Swedish for Immigrant courses or participating in an internship, for example.

measures offered to each person and is valid for two years (in case a person has been on paternity/maternity or sick leave, it may be extended for up to eight months). The remuneration to each person is connected to his or her participation in the activities offered (*aktivitetsstöd* in Swedish). Recent refugees and other immigrants are required to participate in activities such as language training, internships or civic orientation courses during 40 hours every week in order to receive their full remuneration. Persons who bring along formal qualifications or professional experience, competence and skills, can also have them assessed and documented (see Diedrich, 2013).

The caseworkers at the PES are faced with a challenge: how to find enough activities to fill their clients' 40 hours-per-week schedule; activities that should somehow serve the ultimate goal of labour market integration. After all, as the Swedish government has made very clear,

[w]ork is the key to recent immigrant's establishment in Sweden. Work affords, apart from self-sufficiency, possibilities to develop knowledge of the Swedish language and about the Swedish society. Employment contributes also to an extended social network. Many recent arrivals are in a professional working age and possess prior educational, training or other experience, which should be in greater occurrence utilized, not least so in areas which have shortages of labour.

<http://www.regeringen.se/regeringens-politik/nyanlandas-etablering/mal-for-nyanlandas-etablering/>

This explicit focus on labour market integration is in line with developments elsewhere in Europe, where the employment is also increasingly seen as the key to integration (see e.g. Martín et al., 2016; OECD, 2016). It is important to

remember though, as we have mentioned previously, that “integration” in the past did not always mean “labour market integration”, but that this narrower definition is one of the results as well as causes of the changes described above.

After this overview of the Swedish context, we now turn to the findings of our study.

The findings

Our findings are summarised in a list of initiatives. These are spread out across the Gothenburg Metropolitan Area, including (for the time being) the municipalities of Gothenburg, Mölndal, Kungälv and Kungsbacka. As mentioned before, we are very much aware of the fact that we are not presenting an exhaustive list here and that as new initiatives appear and others disappear the list will change; nevertheless, we have been able to draw a number of interesting conclusions from our review. These conclusions are the tentative interpretations of the material collected and should not be viewed as the final outcome of this study.

In fact, we have had a tough time trying to “close the books” on the LMI support initiatives, as yet another initiative was always waiting around the corner. This is one of our main insights: the complexity of LMI on various levels of governance is hard to grasp and to describe; the connections between such activities and initiatives, when and where they exist, can take many shapes. New initiatives are constantly being launched and older ones disbanded. Financing seems to be readily available from local, regional, national and supranational funders. Yet to what extent those funders are aware of other existing projects,

initiatives and are basing their decisions on the project uniqueness, or, to the contrary, or its capacity to add utility to the already ongoing work, remains an open question. As does the question of what all this organisational complexity and ambiguity means for the target groups of the labour market integration initiatives.

The multitude of target groups

The target groups for LMI support initiatives vary. While some initiatives are specifically directed at “foreign-born persons” or at “recent immigrants”, other initiatives target foreign-born persons more indirectly, being instead directed at “persons with an interest in starting their own business”, or “persons living in a specific suburb”, for example. It is important to keep in mind that different results can be expected with respect to labour market integration depending on whether an initiative targets “highly-educated foreign-born persons” or “recent immigrants and persons in need of rehabilitation and experiencing language difficulties”. Thus, any comparisons between initiatives should take into consideration the target groups identified.

What is done, instead of who does it

When referring to LMI support initiatives, practitioners, policy makers, researchers, and other commentators often focus on large labour market programs such as the Fast Tracks (“Snabbspåren”) or Support & Matching (“Stöd & Matchning”), or the much publicised private initiatives such as Mitt Liv. The interest is then in training, job search and other activities directly connected to employability and getting people into jobs. In other words, when the public

thinks of LMI support for foreign-born persons, they tend to think of actions directly connected to people becoming employed or becoming more employable.

What is overlooked in such a picture is the fact that many actions and initiatives connected to LMI may not be directly focused on facilitating employability and employment. For example, well-established persons and recent immigrants might be matched as part of a mentor program through a website that has been especially developed for this purpose by another company. The development of the IT software is in this case a crucial activity that makes the matching of recent immigrants and established persons possible in the first place. It should therefore be considered as an important LMI activity. By focusing on activities and not on organisations, we wish to highlight the importance of different types of actions and activities, some of which are often neglected, and the connections among such actions and activities in the context of LMI.

The initiatives: “projects” vs. “organisations”

Our study reveals that the vast majority of initiatives are run in the form of projects. This corroborates previous studies showing that projects are the most popular form in both the public and the private sector to manage, especially in the face of demands for collaboration (see e.g. [Lundin, 2016](#)). Projects are used to establish working models for collaboration, to test new ways of working and new methods, and to seek further financing. In some instances, according to our interlocutors, seeking further financing has been seen as a “pragmatic” way to circumvent formal, structural hinders – for example, with regards to “outwitting” rigid public procurement rules.

Yet our material also reveals some downsides of integration projects.

Our interview partners have sometimes expressed concern about an overabundance of projects, and the difficulties of gaining an overview of the plethora of projects aimed at LMI support, without checking their effects. Representatives of organisations formally responsible for facilitating collaboration told us about the difficulties they experience when they try to establish just how many projects have been undertaken in their own organisations and elsewhere, let alone when they attempt to grasp the connections between them.

The interviewees also drew attention to issues of *organisational territoriality* (seeing first and foremost to one's own organisation). Such territoriality could be the result of 1) the perceived oversupply of integration projects/initiatives, 2) an increased competition for specific target groups, 3) the challenges experienced when many initiatives compete to secure funding, or 4) the vague roles resulting from collaborative arrangements within and between initiatives.

Collaboration

Collaboration plays a pivotal role in the context of LMI support to foreign-born persons. "Successful" labour market integration of foreign-born persons is seen as requiring collaboration of some sort. Such collaboration is either modelled on past collaborations, existing collaborative setups that are adapted to the specific context of LMI support to foreign-born persons or, on novel collaborative setups. Our material shows that collaboration is multi-faceted, as it may take shape of common budgets, common goals, programs and strategies, the pooling of funds,

or the establishment of shared supportive structures or shared physical venues, to name a few. At any rate, a reference to collaboration has been made in the vast majority of initiatives. It appears to be the basis for organising LMI support on all levels of governance, and is connected to such values as effectiveness, efficacy, equality, commensurability and trust.

Furthermore, our material points to the value attached to the heterogeneity of collaborating actors. Connections and interactions across different sectors – between industry, the PES, the municipalities, non-profit organisations and other public and private organisations – are stressed as central to solving the “problem” of foreign-born persons’ labour market integration:

Collaboration with respect to all target groups that are far from the labour market requires that all partners are involved. I mean, the public authorities can work themselves to death... and nothing will come of it, if we don’t have industry on board to receive [the immigrants], and if we don’t have the community sector that can provide them with meaningful leisure activities. No, everyone needs to collaborate (*interview partner*).

While collaboration is proposed as the solution to “the integration problem” it also gives rise to new challenges. After all, collaborative setups mean that different private companies, non-profit organisations, state agencies and other public organisations with diverging interests and adhering to different institutional and organisational logics have to be aligned in their everyday operations in order to solve complex problems (Andersson, 2016).

Financing

Integration initiatives are either financed by funds available to the involved organisations, or by pooling of financial resources with other actors, or else by funds available externally. Most initiatives in our material were completely or partly financed by the public sector: the municipality, the regions, the state agencies or the European Union. The European Social Fund (ESF) and the European Regional Development Fund stand out as active financiers of integration activities in the Gothenburg Metropolitan area, together with state authorities such as the PES or the Swedish Agency of Regional and Economic Growth (Tillväxtverket), as well as the City of Gothenburg. There are some exceptions to this rule, but it seems almost a necessity to have secured public financing in some form for a LMI support initiative to be considered active and viable.

In some cases, such funding may be the main factor for some activities to materialise in the first place – for example when the PES finances shorter internships or subsidized employment in companies, or when the ESF finances a community project aimed at unemployed immigrant women in a specific suburb.

Public sector organisations that do not engage in LMI support initiatives as part of their regular business activities make funding available to other actors in order to encourage them to engage in LMI support in line with the goals previously established for their operations. Thus, for instance the region's Cultural Affairs Committee makes funds available to cultural organisations that are willing to organise cultural initiatives aimed at welcoming refugees to the region and, in their words, at “contributing to the strengthening of their integration”. Furthermore, as the demand for LMI support increases, funds

become more readily available and initiatives multiply, more actors seem to become motivated to expand or redefine their operations towards issues related to LMI support for foreign-born persons. This may be exemplified by educational services providers that broaden their portfolio of courses by including "Professional Swedish" or civic orientation courses for recent immigrants, or by consulting firms that become involved in Support & Matching (Stöd & Matchning) activities.

Thus, the organising of LMI support is related to the interests of the funders. While this is somewhat unsurprising, it nevertheless should give rise to some important questions: Do the interests of the funders become aligned with the interests of the foreign-born persons who are made the targets of LMI support initiatives? Whose interests are in fact being served through the financing of LMI support initiatives? The financiers' interests? The organisers'? The foreign-born persons'?

It is understandable that organisations – public, private, non-profit – need a purpose, and that they usually have a wish to grow and to develop their operations further or simply want something meaningful to do. These ambitions however do not automatically mean that the interests of the persons they target as part of their operations are always served in a meaningful way.

The map of initiatives

The selection criteria we used to choose the LMI support initiatives were influenced by the French sociologist Bruno Latour's (1986) notion of performative definitions. Following Latour (1986), one can approach the

phenomenon of labour market integration from two angles: firstly, one can believe that it is possible and desirable to approach labour market integration as something that has essential qualities and that can be defined *in principle*. In other words, this means that it is possible to say that labour market integration is a process that includes a set number of variables and steps that are more or less similar across settings, and that will be successful if the steps are undertaken correctly.

Secondly, looking for performative definitions, one arrives at different criteria for selecting labour market integration initiatives and activities. Such a perspective assumes that it is impossible to define *in principle* a list of properties, variables or steps that constitute the labour market integration process across sites. Instead of the researchers, consultants, policy makers or other external experts determining what labour market integration is, and what it is not, a performative approach means that the criteria are defined and made sense of in practice. Thus, what is considered as “successful” labour market integration is determined in practice. The researcher’s task is to identify and collect ideas of LMI expressed in practice and to explore their role in organising, rather than comparing the examples of LMI provided with abstract, normative models of what LMI should be in principle, and then assessing whether it is indeed LMI or not. From a performative perspective, the researcher has no reason to ask the question whether the initiatives described by her interlocutors are in fact labour market integration initiatives or not. Instead, the researcher’s task becomes to identify various ideas surrounding LMI and to study how the labels, concepts and words used, influence the actual practice.

Consequently, LMI support initiatives are to us whatever people in the field chose to call so – on websites, in brochures, during presentations or interviews, in newspapers or as part of their daily work – fully permitting the possibility that “the clients” define those initiatives differently from the “providers”.

Navigating the list of initiatives

Our map of initiatives shows some of the many initiatives currently undertaken in support of LMI of foreign-born persons. At the outset, we tried to simplify matters by dividing the initiatives neatly into three categories: public sector initiatives, non-profit sector initiatives and private sector initiatives. While at first glance this makes sense, a closer look reveals a more complex and ambiguous picture. One example is Support & Matching (Stöd & Matchning), a government-sponsored initiative, which builds on a national agreement signed by the PES. This agreement makes provision for educational services providers (Hermods, Eductus, etc.) to be subcontracted by the PES to deliver Support & Matching services to recent immigrants. This means that, as well as being described as a public-sector initiative, private employers such as Eductus present Support & Matching as part of their operations and LMI support initiatives in particular. It became clear to us early in the process of mapping therefore that it is actions that connect initiatives and organisations, thus justifying our continuing focus on LMIs.

We were able to identify four types of LMI activities: a) those directed towards making foreign-born persons employable, such as internships, competence mapping and mentorship programs, b) those intended to increase

organisational efficiency, such as method development, collaboration and strategic work, c) those aimed at facilitating local economic growth, such as establishing and maintaining networks, supporting entrepreneurship or offering consulting services to startup companies and, finally, d) those promoting a holistic view of integration through leisure activities, supporting health promotion or the organising of informal meetings between recent immigrants and established persons.

We have based the coding of the LMI support activities on how the *initiative takers* have identified and described the core actions in various presentations.

Types of Labour Market Integration (LMI) activities
Making foreign-born persons employable
Increasing organisational efficiency
Facilitating local growth
Promoting integration from a holistic perspective

Table 2: Types of LMI activities

Important Labour Market Integration support actions
<i>Increasing organisational efficiency</i>
coordinating collaboration/collaboration as an end
increasing efficiency/ analyzing the labour market
sharing information
developing new forms of contract across sectors
developing new procurement regulations
undertaking strategic work
training caseworkers
connecting activities

developing methods of working
<i>Promoting integration from a holistic perspective</i>
promoting health
facilitating informal meetings/ group meeting
developing social media applications/IT platform
arranging “get in contact with” activities
providing access to basic services
organising leisure activities
disseminating information
<i>Facilitating local growth</i>
supporting entrepreneurship
offering consulting services to entrepreneurs
providing access to networks
<i>Making foreign-born persons employable</i>
providing labour market training
arranging internships
arranging mentorship programs
mapping skills and competence
providing vocational and other language training
arranging job search activities (e.g. writing a CV)
arranging language training
teaching civic orientation courses
organising speed dating interviews
subsidising employment
developing competence
recruiting/ target hiring
providing scholarships
developing digital tools
issuing certificates for participation in activity

Table 3: Examples of important LMI support actions

This list is by no means exhaustive, but it does give an indication of the variety and complexity of actions and activities undertaken in support of LMI support to foreign-born persons and possible connections between them.

The *activity* most frequently mentioned in our material is collaboration. Collaboration can be an end in itself – in other words, the aim of the initiative takers is to establish collaboration. Or, collaboration can be a means to achieve other ends – for example, when collaborative actions are deemed necessary to ensure the success of a LMI support initiative. Most initiatives seem to require connections between different activities and these are held in place by collaborative actions. When a private bank runs a LMI support initiative in the form of an internship program for recent immigrants, this may be explained in part by PES identifying potential interns to be sent to the bank to be interviewed by the managers and subsidising the internships. The action of “identifying potential interns” can here be seen as a collaborative action. If it stops, the internship program can be expected to come to a halt, or to at least be severely affected.

In the following, we present an overview of LMI support initiatives. Each initiative is introduced by means of a short description as well as a table summarising important aspects regarding how it is organised, such as who initiated it, who the collaborating organisations are, what possible connections exist with other organisations or what constitutes these connections, to name a few (see table 4). Absence of information means that we have at this stage not found any information regarding the particular issue, or that the issue is not applicable in this particular case (keeping in mind that the former might well be the result of the latter).

The initiative's name	
Sector	<i>Which sector does the initiator of the initiative belong to?</i>
Target group	<i>Which groups are targeted by the initiative? (e.g. recent immigrants, unemployed persons, employers, highly-skilled immigrants)</i>
Activities	<i>What are the main activities undertaken in the name of the initiative?</i>
Initiator	<i>Who initiated the initiative? (e.g. Swedbank or PES); interestingly, there are conflicting messages sent in some initiatives</i>
Collaborating organisations	<i>Who is collaborating as part of the initiative? (e.g. PES, Hermods and the City of Mölndal)</i>
Collaborative actions	<i>Which actions have we been able to identify as important in the context of collaboration?</i>
Connections with	<i>Who is connected to the initiative? These are actors that describe themselves, or are described by others, as somehow connect to the initiative, but are <u>not</u> described as collaborators. (e.g. UHR (Hotel & Restaurant Advisory Council on Higher Education) in the case of Scandic's Fast track initiative for cooks)</i>
Connecting actions	<i>Which actions connect other organisations or initiatives to the initiative in question? (e.g. the action of certifying in the case of the Hotel & Restaurant Advisory Council on Higher Education (UHR) that certifies Scandic's Fast Track instructors)</i>
Connecting tools/objects	<i>Are there any identifiable tools or other objects that connect different organisations to the initiative? (e.g. UHR's certification process or a validation model)</i>
Internet	<i>Where can you read more about the initiative? (e.g. www.jobskills.se)</i>

Table 4: Guide to making sense of the information provided about the initiatives

Public sector initiatives

Club of 100 (100-klubben) – PES on behalf of the Swedish government

The “Club of 100” initiative was born in 2015 at a conference where the Swedish Prime Minister promised to mobilise civil society to invite recent immigrants into its midst. Over a three-year period, all companies that offered 100 recent immigrants an internship or subsidised employment would receive preferential treatment by the PES in terms of tailor-made initiatives and services catering to their needs. Until recently (Oct 2017), 2241 persons have participated in the Club of 100 initiative. According to PES statistics, less than one out of three persons had some form of employment 90 days after entering the initiative. By November 2016, 28 companies had joined the initiative – among them the ICA Group, Axfood and Sweco. Since then only two additional companies have joined and doubts about the effectiveness of the initiative have become pervasive.

Club of 100 (100-klubben) – PES on behalf of the Swedish Government	
Sector	Public
Target group	Recent immigrants
Activities	<ul style="list-style-type: none"> • Internships • Subsidised employment
Initiator	PES on behalf of the Swedish government
Collaborating organisations	<ul style="list-style-type: none"> • PES • Employers
Collaborative actions	
Connections with	Employers
Connecting actions	<ul style="list-style-type: none"> • Financing subsidies • Selecting participants for internships or employment
Connecting tools/objects	
Internet	

Jobskills.se – PES on behalf of Swedish government

Jobskills.se is an online matching portal developed and run by the PES.

Jobseekers can register and establish a profile focusing on their professional experience and other competencies and employers can register if they require skilled workers.

Jobskills.se	
Sector	Public
Target group	<ul style="list-style-type: none"> • unemployed foreign-born persons • employers
Activities	<ul style="list-style-type: none"> • matching • translating competence and skill profiles into Swedish
Initiator	PES on behalf of the Swedish government
Collaborating organisations	
Collaborative actions	
Connections with	Tillväxtverket
Connecting actions	Financial support
Connecting tools/objects	Software solution
Internet	www.jobskills.se

Support & Matching (Stöd & Matchning) – PES on behalf of the Swedish government

Support & Matching is an active labour market measure that came into effect in December 2014, replacing older measures. At the end of 2017, just under 25 000 persons participated in Support and Matching. The service consists of a “tool box” including 19 activities intended to support a person in finding employment and help them to establish contacts with employers.

The service is described as an intensive and individually-tailored support in the job search process. The service is provided by private suppliers who have an agreement with the PES and a person can get help on her way to work. Support includes job search and other tools to connect with employers. A person chooses which educational services supplier to use for the service. The aim of Support & Matching is to help individuals to become employed or to start studies as soon as possible. The employment officer assesses whether a given person can find support and matching and what level of support will be given. The service has four levels: basic support and matching, basic support and language support matching, enhanced support and matching, and enhanced support and matching with language support. The content of the service is customised according to what the jobseeker and the chosen supplier consider to be the needs in order to further learning or to get a job. A person participates in Support & Matching for three months after which the process is evaluated. The service can be extended by three months and in some cases by another three months after that.

Support & Matching (Stöd & Matchning)	
Sector	Public
Target group	unemployed persons
Activities	<ul style="list-style-type: none"> • remittance • mapping of needs
Initiator	PES on behalf of the Swedish government
Collaborating organisations	
Collaborative actions	
Connections with	Approximately 50 subcontracted suppliers such as Folkuniversitetet, Eductus or Hermods
Connecting actions	Evaluation of suppliers as part of a rating system
Connecting tools/object	<ul style="list-style-type: none"> • PES contract • Software used to rate suppliers
Internet	https://www.arbetsformedlingen.se/For-arbetssookande/Stod-och-service/Stod-och-insatser-A-O/Stod-och-matchning.html

Support & Matching – Example of supplier to PES: Eductus

From the Eductus homepage one learns what follows: “Support & Matching is an initiative that is customised to each individual’s needs. Together with our experienced supervisors we come up with a solution just for you. We conduct a careful analysis of you as an individual in order to match you with the jobs or courses you are interested in. We use the behaviour assessment tool DISC to facilitate your job hunt”.

Support & Matching (Stöd & Matchning)	
Sector	Private
Target group	Recent immigrants
Activities	<ul style="list-style-type: none"> • Vocational Swedish language courses • Swedish for immigrants (SFI) • Swedish as a Second language (SAS) • Job search activities • Start your own business (Starta eget) • Job matching
Initiator	Eductus (initiator of supplying services to PES)
Collaborating organisations	
Collaborative actions	
Connections with	PES
Connecting actions	PES evaluations
Connecting objects	PES contract
Tools	Behavioural assessment tool DISC
Internet	www.eductus.se

Language training-based internship (Språkpraktik)	
Sector	Private
Target group	Recent immigrants
Activities	<ul style="list-style-type: none"> • Language training-based internship
Initiator	Eductus (initiator of supplying services to PES)

Collaborating organisations	Humana
Collaborative actions	<ul style="list-style-type: none"> • Organising internship program • Occupational competence assessment
Connections with	PES
Connecting actions	
Connecting tools/objects	
Internet	www.humana.se ; www.eductus.se

Support & Matching (Stöd & Matchning) – Example of supplier to PES: Hermods

The Hermods homepage says: “Hermods AB was founded in 1898 and is one of Sweden’s oldest educational services providers. Our vocational colleges, high schools, adult education organisations and SFI help 60 000 persons every year with education, training and job matching. We provide individual support for people to find the right jobs, give new Swedes an introduction into Swedish society and support persons in need of rehabilitation. Hermods is part of AcadeMedia, Northern Europe’s largest educational services provider, that aims to build a better future through high quality education, good results and innovation thinking.”

Support & Matching (Stöd & Matchning)	
Sector	Private
Target group	Unemployed persons 19 years and older, including foreign-born persons
Activities	<ul style="list-style-type: none"> • Language training, SFI • Study & career guidance • Vocational education and training
Initiator	Hermods (initiator of supplying services to PES)
Collaborating organisations	
Collaborative actions	

Connections with	<ul style="list-style-type: none"> • PES • Employers
Connecting actions	<ul style="list-style-type: none"> • Evaluation by PES • Seminars/workshops with employers; • Speed interviewing
Connecting tools/objects	<ul style="list-style-type: none"> • PES contract • Workbuster (IT system for storing information about participants and scheduling meetings, etc.)
Tools	
Internet	www.hermods.se

Fast Tracks (Snabbspåren) – PES on behalf of Swedish government

The government has commissioned PES to coordinate and implement the Fast Tracks on which employers' organisations, trade unions and the PES have agreed. The social partners have shared responsibility for implementing Fast Tracks. There are now 14 established Fast Tracks catering for around 20 professions. The social partners within each branch of industry sign an agreement and the PES then coordinates and organises the work. The Fast Tracks that are ready to be used in practice are for pharmacists, cooks, medical doctors, nurses, officials in the construction sector, butchers, teachers and preschool teachers.

It is seen as a way to create faster pathways into the labour market for newly arrived job seekers who have experience or possess an education in a specific profession that faces shortages of labour and where the social partners have agreed to establish a Fast Track. A Fast Track usually consists of a combination of the PES's various efforts, such as language training (professional Swedish), internships, validation of skills and competence, supplementary education and vocational skills assessment. Furthermore, participants on a Fast Track receive establishment compensation or activity support from PES. Lack of Swedish language skills as such is no hinder for participation on a Fast Track as validation tests can be undertaken in the respective mother tongue or in English.

Fast Track	
Sector	Public
Target group	Recent immigrants

Activities	<ul style="list-style-type: none"> • Validation • competence mapping • professional Swedish language course, • supplementary training
Initiator	PES – on behalf of the Swedish government
Collaborating organisations	<ul style="list-style-type: none"> • Social Partners • PES
Collaborative actions	<ul style="list-style-type: none"> • Participate in discussions between the social partners • Coordinate the Fast Tracks • Offer a tool box of activities to be used as part of the Fast Track • Develop and agree on setup and model for Fast Tracks (Social Partners)
Connections with	<ul style="list-style-type: none"> • Employers in sector in question • Educational services providers
Connecting actions	<ul style="list-style-type: none"> • Identifying and procuring supplementary education and training • Engage in dialogue with employers to arrange for internships and occupational competence assessments in the workplace • Engage in dialogue with social partners about financing of validation
Connecting tools/ objects	
Internet	https://www.arbetsformedlingen.se/Om-oss/Om-Arbetsformedlingen/Etablering-av-nyanlanda/Snabbspar.html

An example: Fast Track for Chefs – (Snabbspår för kockar)

The Hotel and Restaurant Workers' Union (HRF), the Swedish Hospitality sector organisation Visita and the PES have together developed a Fast Track for Chefs. The Fast Track means that recent immigrants with experience of working as a Chef can have their competence and skills validated in their mother tongue. Validation is carried out in the workplace and consists of a professional assessment by persons who have been certified to carry out validations in various languages. The Fast Track also means that the existing model for validating skills and competence of Chefs is adapted to the target group "recent

immigrants” and will be used within the framework of validation services procured by the PES.

Sweden currently experiences a major shortage of chefs, and hotel chains and restaurants are competing heavily for the few who are available. This is one reason why Scandic, a large Swedish hotel chain, decided to get involved in the Fast Track for Chefs. Among other things, credential validation is carried out at a number of Scandic hotels throughout Sweden. The instructors are experienced Scandic staff, who have undergone training and have received UHR (Hotel & Restaurant Advisory Council on Higher Education) certification prior to commencing the validation process. Scandic also provides additional internal training for its staff, in particular training for validators and other staff involved in the Fast Track.

Fast Track for Chefs	
Sector	Public
Target group	Recent immigrants
Activities	<ul style="list-style-type: none"> • Validation • Mapping and assessment of skills
Initiator	PES – on behalf of the Swedish government
Collaborating organisations	<ul style="list-style-type: none"> • PES • Hotel and Restaurant Workers’ Union (HRF) • Visita (Swedish Hospitality Sector)
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Scandic • UHR (Hotel & Restaurant Advisory Council on Higher Education) • Swedish National Agency for Higher Vocational Education (Myndigheten för Yrkeshögskolan)
Connecting actions	<ul style="list-style-type: none"> • Granting financial support • Certifying Scandic’s instructors • Certifying validation model used
Connecting tools/objects	<ul style="list-style-type: none"> • UHR certification process for assessors • validation model • digital tool used for filling in results of mapping
Internet	www.scandic.se http://uhr.nu/validering-hotell-och-restaurang

Systematic Competence Supply (*Systematisk kompetensförsörjning inom området nyanlända och arbetsgivarna, SYSKOM*)

The SYSKOM project aims at helping employers in finding the “right” competence and recent immigrants in describing their competence in the context of the Swedish labour market. The project engages four PES employees in Gothenburg. They work with developing methods for identifying and validating recent immigrants’ competence in a more systematic way and at an earlier stage than existing models do. The models are intended to identify possible gaps that can and should be closed through further training. An important aspect in the project is the close cooperation between the PES caseworkers and employers, where the aim is to meet the employers’ specific competence needs through the qualifications, that the recent immigrants bring with them – above all, within occupations which experience skill shortages.

SYSKOM	
Sector	Public
Target group	Highly-educated recent immigrants
Activities	<ul style="list-style-type: none"> • validation, • competence mapping • occupational competence assessment (yrkeskompetensbedömning) • professional Swedish course • supplementary training • Internships
Initiator	PES
Collaborating organisations	<ul style="list-style-type: none"> • PES • Företagarna (Skåne, Göteborg, Halland) • European Asylum, Migration and Integration Fund (AMIF)
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Employers in need of skilled labour • Korta vägen
Connecting actions	
Connecting tools/ objects	

Internet	http://mb.cision.com/Main/1094/2232794/654952.pdf https://www.arbetsformedlingen.se/Om-oss/Pressrum/Pressmeddelanden.html?id=E9C202831706457E
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Learning Square in Hammarkullen – Business Region Göteborg (Lärandets torg i Hammarkullen)

This ESF-funded project aims to establish and develop sustainable collaboration around Hammarkullen Square, which involves educational services providers, PES, and other authorities and employers in an attempt to support women and men from the North-Eastern suburbs into studies, training, employment, internships, or starting their own business. The project has three phases – an analysis and planning phase, an implementation phase and a final phase.

Learning Square, Hammarkullen (Lärandets Torg Hammarkullen)	
Sector	Public
Target group	<ul style="list-style-type: none"> • Unemployed foreign-born persons • Public organisations in Hammarkullen
Activities	<ul style="list-style-type: none"> • Collaboration • Guidance counseling
Initiator	Business Region Göteborg (BRG)
Collaborating organisations	<ul style="list-style-type: none"> • Folkets hus in Hammarkullen • Folkhögskolan in Angered • PES in Angered • Center for Urban Studies (Centrum för Urbana Studier, Gothenburg University) • Chalmers Technical University (Department of Architecture) • Angeredsgymnasiet (Angered High school) • District Administration of Angered (SDF) (IFO, Citizens Office (Medborgarkontoret), Hammarkullen Library) • Göteborgs Lokaler (Real Estate Company).
Collaborative actions	Developing collaboration
Connections with	<ul style="list-style-type: none"> • PES • User council (Brukarråd) • Employer council (arbetsgivarråd) • Educational services providers (utbildningsanordnare)

	<ul style="list-style-type: none"> • Other authorities and employers
Connecting actions	Facilitating collaboration
Connecting tools/objects	
Internet	https://www.esf.se/sv/Resultat/Projektbanken-2014-2020/Alla-Projekt/Larandets-torg-Hammarkullen/

Local Agreements on Collaboration – Delegation for Young People and New Arrivals to Work (*Lokala överenskommelser om samverkan – Delegation för unga och nyanlända till arbete (DUA)*)

This project aims to promote cooperation between the municipalities and PES as well as to develop new forms of cooperation. It seeks to do so by engaging in dialogue with different organisations as well as promoting discussions among municipalities, county councils, social partners in the municipal and county council area, government agencies, regional actors and others – on how labour-market policies for young persons and recent immigrants can be developed and streamlined at local level. The main tool for promoting cooperation is the drafting of local agreements between municipalities and PES. Yet DUA also seeks to collect and disseminate good examples of forms of cooperation, and to identify challenges and problems in state-municipal cooperation. The new forms of work developed by DUA should be then integrated into PES regular activities.

DUA also regularly consults the ESF and remains in close contact with different political parties. Its work is to be finalised by 28 February 2019.

Local Agreements on Collaboration – (Lokala överenskommelser om samverkan)	
Sector	Public
Target group	<ul style="list-style-type: none"> • young unemployed • recent immigrants
Activities	<ul style="list-style-type: none"> • creating a model for collaboration and establishment • spreading best practice
Initiator	DUA – Delegationen för unga och nyanlända till arbete
Collaborating organisations	<ul style="list-style-type: none"> • PES • European Social Fund (ESF)

Collaborative actions	
Connections with	Employers in sector
Connecting actions	Drafting local agreements
Connecting tools/objects	Local agreements
Internet	https://www.dua.se/

InVäst - The Gothenburg Region Association of Local Authorities (GR)

The ESF-financed project InVäst – Integration in West Sweden – aims to strengthen skills needed to receive recent immigrants, so that employers, through increased knowledge, a stronger work organisation and collegial learning, can help improve the conditions for new arrivals. The project focuses on three main areas: the Swedish language as a key to active participation in society, knowledge assessment and mapping to identify further education or training needs, and "New Meetings", intended to bring together established persons and recent immigrants.

By defining Swedish as a key for integration, the project participants want to mobilise support for enhancing the quality of SFI operations in Western Sweden, through developing teachers' skills and improving the management of integration processes. The idea is also to build a digital platform that will permit the staff to participate in SFI regardless of time and space, even after the end of the project.

Knowledge assessment is about developing support material for assessing formal and informally acquired knowledge prior to a person's placement in upper secondary school.

Finally, New Meetings are offering venues for conferences or workshops in which employees in all recipient organisations can meet new arrivals and gain competence in intercultural competence.

InVäst

Sector	Public
Target group	Organisations that work with recent immigrants
Activities	<ul style="list-style-type: none"> • Competence development • Development of a digital platform • Development of support materials
Initiator	Gothenburg Region Association of Local Authorities (Göteborgsregionens Kommunalförbund) (GR)
Collaborating organisations	<ul style="list-style-type: none"> • Skaraborg • Borås Region (Boråsregionen)
Collaborative actions	<ul style="list-style-type: none"> • Developing language support tools • Developing material for validating/assessing competence • Arranging conferences
Connections with	<ul style="list-style-type: none"> • European Social Fund (ESF) • 55 municipalities • GRINT (An integration project in the Gothenburg Region that ran between 2013-2015 with the purpose of identifying and spreading best practices In SFI education) • Halmstad Municipality (as representative of five participating municipalities from Halland) • Fyrbodals Municipal Association • Västra Götalandsregionen (VGR) • Region Halland • County Administrative Board of Västra Götaland (Västra Götaland) • PES
Connecting actions	<ul style="list-style-type: none"> • Granting financial support • Arranging conferences • Organising venues for staff who work with recent immigrants
Connecting tools/objects	<ul style="list-style-type: none"> • Digital platform • GRINT report
Internet	http://www.grkom.se

Meeting Point & Information (*Mötesplats & Information*)

This is a collaborative project between the Swedish Migration Agency, the PES, the Swedish Social Insurance Agency, the Swedish Tax Agency, the Pension



Authority, and Sweden's Municipalities and County Councils (SKL). The government-initiated project aimed at simplifying the process of recent arrivals and increasing the efficiency of the authorities involved. In 2017, Meeting Points were located in Gothenburg, Borås and Trollhättan and 24 other places in Sweden. Recent immigrants meet the representatives of all of the above-mentioned authorities during the same day and at one place: A process that previously took up to four weeks now takes about four hours. In the Meeting Point there are usually three different tracks depending on how far recent immigrants have come in the establishment process and depending on who is responsible for them and refers them to the Meeting Point.

Track 1: The Swedish Migration Agency sends persons to the Meeting Point for notification of residence – provided through a representative of the Migration Agency. After being granted their residency permit persons are sent to a representative of the Service Office of the Swedish Tax Agency where they receive their social security number. Then they move on to the municipal Integration Center (Integrationscentrum) who supply them with information on school, child care and support. Finally, they meet the PES representative, who checks if they are eligible for enrollment in the establishment program.

Track 2: PES calls for the meeting to enroll a person in the establishment program. These persons are individuals who, for various reasons, have been notified of their residence permits in other ways than the Meeting Point. This may include persons who, on their own initiative, moved to another location, or relatives of recent immigrants. Such persons often arrive unannounced to the service counters of PES for assistance. After being registered with the PES, they are sent to the Service Office, and then, finally, to the municipality for assistance with school, childcare and provision of support.

Track 3: The municipality calls the recent immigrants to the Meeting Point to receive a general information about schools, childcare and support. Track 3 includes primarily persons who have been assigned to a municipality (municipality-based). It may also involve recent immigrants' family members on the establishment program, or recent immigrants who have been notified of a residence permit elsewhere, or else recent immigrants who have not previously had contact with a Swedish authority. After the conversation with the

representatives of the municipality, they are forwarded to PES to enroll at the establishment program and finally to the Service Office for various other outstanding issues.

Meeting Point & Information (Mötesplats & Information)	
Sector	Public
Target group	Recent immigrants
Activities	Meeting point
Initiator	Swedish Government
Collaborating organisations	<ul style="list-style-type: none"> • PES • Swedish Social Insurance Agency (Försäkringskassan) • Swedish Migration Agency (Migrationsverket) • Swedish Pensions Agency (Pensionsmyndigheten) • Swedish Tax Authority (Skatteverket) • City of Gothenburg (Integration Center)
Collaborative actions	<ul style="list-style-type: none"> • Organising and coordinating the Meeting Points • Supporting the establishment of further contacts with other authorities
Connections with	
Connecting actions	
Connecting tools/objects	<ul style="list-style-type: none"> • IT-system Integra (matching tool) • Software applications (Facebook)
Internet	www.goteborg.se/wps/portal/enhets sida/flyktingguide-och-sprakvan

Easier Paths to Work and Competence (Enklare vägar till jobb och kompetens)

The Swedish Agency for Economic and Regional Growth (Tillväxtverket) promotes models and methods for creating simple, low skilled jobs, and easier ways to work for recent immigrants and long-term unemployed persons. The models that the agency focuses on developing are intended to support businesses in getting access to the skills they demand. The models include both simple and more qualified job assignments for shorter or longer periods of time

and activities can include mapping of skills and work tasks, validation, matching and education and training, but also various employment forms that enable employers to recruit labour easier and at a lower cost.

Easier Paths to Work and Competence (Enklare vägar till jobb och kompetens)	
Sector	Public
Target group	Employers
Activities	<ul style="list-style-type: none"> • Collaboration • Financing of projects • Method development
Initiator	Swedish Agency for Economic and Regional Growth (Tillväxtverket)
Collaborating organisations	<ul style="list-style-type: none"> • Employers/industry • PES
Collaborative actions	Providing financial support
Connections with	<ul style="list-style-type: none"> • IVA-JobbSprånget • God Bemanning • The Working Generation Sweden AB • Miljonbemanning AB • Manpower AB • Lantbrukarnas Ekonomi AB • Swerea IVF AB • Samjobb – Samverkan och Jobb AB • Stiftelsen Uppstart Malmö • First to know Scandinavia AB • Folkuniversitetet
Connecting actions	<ul style="list-style-type: none"> • Collaboration • Financing
Connecting tools/objects	
Internet	https://tillvaxtverket.se/aktuella-amnen/kompetensforsorjning/enklare-vagar-till-jobb-och-kompetens.html

Refugee Guide/Language Friend (Flyktingguide/ Språkvän) – City of Gothenburg (Integration Center)

Refugee Guide/Language Friend is a voluntary initiative – an arena where Swedes and immigrants can meet and talk to each other. A person applies, and is matched with others depending on the shared experiences and wishes registered through the system. Men are matched with men, women with women and families with families, all based on stated preferences. The applicants meet on their own spare time. At the first meeting, an integration assistant is present and supports the meeting. After that, the applicants decide on their own what to do next – where and how to meet and how to make the contact meaningful for both parts.

Refugee guide/ Language friend (Flyktingguide/ Språkvän)	
Sector	Public
Target group	<ul style="list-style-type: none"> • Recent immigrants • Established persons
Activities	<ul style="list-style-type: none"> • Group activities • Language groups • Mentorship programs • Language walks • Meeting point • Holiday celebration • Study circles/courses
Initiator	City of Gothenburg
Collaborating organisations	<ul style="list-style-type: none"> • City of Gothenburg • Enheten för Samhällsorientering, • Social Resursförvaltning • ARBVUX (SFI) • Saronkyrkan • University of Gothenburg • Cellmark • Göteborgs Kommunalförbund (GR)
Collaborative actions	<ul style="list-style-type: none"> • University friend • Language friend • Company matching • Café Zahra
Connections with	Non-profit organisations

Connecting actions	Matching
Connecting tools/objects	<ul style="list-style-type: none"> • IT system Integra (matching tool) • Software application (Facebook)
Internet	www.goteborg.se/wps/portal/enhetssida/flyktingguide-och-sprakvan (http://goteborg.se/wps/portal/enhetssida/flyktingguide-och-sprakvan/pa-andra-sprak/engelska/

Mentorship Program “Pathfinder” (Vägvisaren) – City of Gothenburg (Integration Center)

The City of Gothenburg's Integration Center also coordinates the mentorship program “Pathfinder”, which was initiated in 2013. Flyktingguide/ Språkvän and Vägvisaren work in a similar way in that everybody participates voluntarily and without compensation. Where Flyktingguide/ Språkvän has focus on social contacts and mutual exchange Vägvisaren has labour, education and entrepreneurship as the main goal.

Mentorship Program “Pathfinder” (Vägvisaren)	
Sector	Public
Target group	<ul style="list-style-type: none"> • recent immigrants • established persons
Activities	<ul style="list-style-type: none"> • mentorship program • civic orientation • meeting point
Initiator	City of Gothenburg
Collaborating organisations	<ul style="list-style-type: none"> • Civic Orientation Unit (Enheten för Samhällsorientering) • Social Resources Administration (Social Resursförvaltning) • City of Gothenburg, SFI
Collaborative actions	Mentorship program
Connections with	<ul style="list-style-type: none"> • PES • employers • municipalities • other authorities
Connecting actions	Matching

Connecting tools/objects	SODA Databas – used to register persons for a training/educational activity
Internet	www.goteborg.se/wps/portal/enhetssida/integrationscentrum--motesplats-kring-ny-i-sverige/mentorprogram-vagvisaren

Civic Orientation (Samhällsorientering) – City of Gothenburg (Integration Center)

Civic orientation courses are intended to help recent immigrants to get to know more about Sweden and Swedish society. They cover many topics, from practical everyday life to how Swedish society works – for example the individual’s rights and responsibilities. The courses are held in the participants’ mother tongue. The material used in the course is available in downloadable files in several languages.

Civic orientation – (Samhällsorientering)	
Sector	Public
Target group	Recent immigrants
Activities	Civc orientation courses
Initiator	City of Gothenburg
Collaborating organisations	<ul style="list-style-type: none"> • Enheten för Samhällsorientering • Social Resursförvaltning • City of Gothenburg, SFI • PES
Collaborative actions	<ul style="list-style-type: none"> • teaching • organising courses
Connections with	<ul style="list-style-type: none"> • PES • Municipalities • County Administrative Board of Västra Götaland (Länsstyrelsen i Västra Götaland)
Connecting actions	<ul style="list-style-type: none"> • Identifying and registering participants • Developing and publishing course book “About Sweden”
Connecting tools/objects	<ul style="list-style-type: none"> • SODA Database – used to register persons for a training/educational activity • The book “About Sweden” (“Om Sverige”)
Internet	www.goteborg.se/wps/portal/enhetssida/integrationscentrum--motesplats-kring-ny-i-sverige/mentorprogram-vagvisaren

Minclusion – Integration via the mobile phone

The project “Integration via the mobile phone” run in a cooperation between Chalmers Technical University and University of Gothenburg is aimed at the large number of Arabic speakers arriving in Sweden. The project aims to develop mobile support for language development and intercultural communication for new arrivals so that they are integrated into Swedish society in a more individualised and time-efficient way. The goal is also to improve the educational link to achieve the learning effect that is currently lacking in mobile applications. A very high proportion of new arrivals have access to mobile phones, so these are seen as an appropriate tool for the target group's learning.

According to the project’s representatives, digital technology increases the ability of recent immigrants to integrate into Swedish society early on. Therefore, they are working on developing a mobile platform, a prototype trial version, adapted for new arrivals who lack or have little knowledge of Swedish and Swedish society. The project's target group is primarily recent immigrants in Western Sweden, focusing on Arabic-speaking people who are either legally resident in Sweden or are in the process of acquiring legal residence. Through various scientific methods, the research group will investigate the mobile use habits of recent immigrants, and their needs with regards to mobile technology. In the long term, LMI methods including the use of mobile technology will be able to be scaled up, and transmitted to anyone coming to Sweden, even with other language backgrounds.

The goal of developing a mobile platform tailored to the needs of the target group is to increase the ability of recent immigrants to be more integrated into the Swedish society in general and in the labour market more specifically. The project team collaborates with a number of actors involved in migration and integration activities, such as Hermods, Uddevalla Municipality, PES and various NGOs. The project is scheduled to run until the end of October 2018.

Minclusion – Integration via the mobile phone (Integration med mobilen)	
Sector	Non-profit
Target group	Arabic speaking recent immigrants

Activities	Application development
Initiator	<ul style="list-style-type: none"> • Chalmers • University of Gothenburg
Collaborating organisations	<ul style="list-style-type: none"> • PES • Uddevalla Municipality • Volunteer organisations • Hermods • NGOs
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Asylum, Migration and Integration Fund (AMIF) • Digital & LinCS.
Connecting actions	Financing
Connecting tools/objects	<ul style="list-style-type: none"> • Hardware • Software application
Internet	http://minclusion.org/about/

One Stop Future Shop (BRG Business Center)

The project started in January 2016 by opening the Business Center doors in May 2016 in Biskopsgården, Gothenburg. It is today the largest collaborative project funded by the European Regional Development Fund in Western Sweden. The project offers business advice and support for start-ups and businesses in the Gothenburg region. All activities are free of charge. The project is described as unique in its combination of being located outside of the city center in a suburb and offering business support for free in over six languages widely spoken in that suburb.

Business Center “One Stop Future Shop”	
Sector	Public
Target group	New entrepreneurs
Activities	<ul style="list-style-type: none"> • Entrepreneurship support • Consulting/ business advice • Seminars/workshops • Competence development

Initiator	City of Gothenburg through City Districts on Hisingen island: SDF Västra Hisingen, SDF Lundby and SDF Norra Hisingen.
Collaborating organisations	<ul style="list-style-type: none"> • Göteborgslokaler • Lokalförvaltningen • Business Region Göteborg (BRG) • Red Cross • University of Gothenburg (Sahlgrenska School of Innovation and Entrepreneurship).
Collaborative actions	
Connections with	European Regional Development Fund
Connecting actions	Financing
Connecting tools/objects	
Internet	https://onestopfutureshop.com/om-oss/

Start-up Fast Track – Spin-off project from BRG Competence Center

Start-up Fast Track is a tailor-made course for foreign-born persons who have previously run companies in other countries to provide them with the knowledge and capabilities to become entrepreneurs in Sweden. During five-week long evening program the entrepreneurs learn more about how to start their own business in Sweden focusing on innovative solutions and tools. This Fast Track is a new collaboration between the EU financed project One Stop Future Shop and the research institute SWEREA IVF. It is in fact a spin-off project from the One Stop Future Shop-project. It is run by the City District of Western Hisingen (Västra Hisingen) in cooperation with Tillväxtverket, Drivhuset, Business Region Göteborg, the PES and the research institute SWEREA IVF. Start-up Fast Track is partially financed by the Swedish Agency for Economic and Regional Growth and is actively involved in collaborating with regional, national and international partners. In 2017 the program has had around 100 participants.

Start-up Fast Track (Business Center “One Stop Future Shop”)	
Sector	Public
Target group	Recently-arrived entrepreneurs
Activities	<ul style="list-style-type: none"> • Six weeks tailor-made course for entrepreneurs
Initiator	Business Center “One Stop Future Shop”
Collaborating organisations	<ul style="list-style-type: none"> • Swedish Agency for economic and Regional Growth (Tillväxtverket) • Business Region Göteborg (BRG) • PES • SWEREA IVF • Drivhuset
Collaborative actions	<ul style="list-style-type: none"> • organising a training course • financing • coordinating the Fast Track
Connections with	
Connecting actions	Financing
Connecting tools/objects	
Internet	https://onestopfutureshop.com/startupfasttrack/

Social Consideration (Social hänsyn) – City of Gothenburg

According to the information material, the City of Gothenburg’s model for Social Consideration aims to create employment opportunities for three target groups: young people, foreign-born persons and persons with disabilities. To achieve the aims, specific requirements and demands are included in the contracts drafted with the subcontractors. The aim of the model is to contribute to Gothenburg’s future supply of competence and to strengthen integration and social sustainability in the city. The procurements that fall under the model include solely those stretching over a period of more than four months and where the task requires more than one employee.

Social Consideration (Social Hänsyn)	
Sector	Public

Target group	<ul style="list-style-type: none"> • Contracting authorities • Suppliers • Foreign-born persons and other groups far from the labour market as prioritised target groups
Activities	<ul style="list-style-type: none"> • Strategic work • Method development
Initiator	City of Gothenburg/ Purchasing and Procurement Administration
Collaborating organisations	<ul style="list-style-type: none"> • City of Gothenburg • Suppliers of services to the City of Gothenburg • subcontractors
Collaborative actions	contracting
Connections with	employers
Connecting actions	Procurement
Connecting tools/objects	Contracts
Internet	www.socialhansyn.se

Social Consideration (Social Hänsyn) – Example: Stena Fastigheter

In Gothenburg, the real estate company Stena Fastigheter offers its tenants summer jobs and internships. Through contracts with Social consideration our entrepreneurs offer internships to young adult residents. For example, in Stena Fastigheter’s residential area in central Gothenburg, the landlords are supported by Mikael, an intern who lives in one of Stena Fastigheter’s residential areas and has previously been responsible for environmental issues as well as other issues facing the block of flats he lives in. Through this role, he has been in contact with Stena Fastigheter’s relationship officer, Sari Isberg, with whom he began discussing the possibility of an internship. “We have a long tradition of taking in interns and we want to be able to contribute with valuable work experience. We are very happy to be able to support one of our tenants who has done so much for us and our residential area”, says Sari Isberg.

Social Consideration (Social Hänsyn) – Stena Fastigheter	
Sector	Private
Target group	Young adult tenants
Activities	<ul style="list-style-type: none"> • Summer jobs • Internships
Initiator	Stena Fastigheter
Collaborating organisations	<ul style="list-style-type: none"> • entrepreneurs • subcontractors • suppliers
Collaborative actions	
Connections with	City Districts
Connecting actions	Drafting and signing contracts
Connecting tools/objects	contracts
Internet	http://www.fastighetssverige.se/artikel/stena-fastigheter-tar-socialt-ansvar-i-goteborg-20562

Competence Supply Plan (Kompetensförsörjningsplanen) – City of Gothenburg

According to the Gothenburg City Council budget for 2017, the Board of Labour and Adult Education (NAV) and Business Region Göteborg AB (BRG) intend to strengthen their cooperation to improve job matching and increase employment. BRG intends to focus more than ever on some of the labour market issues that NAV already works very actively with. As a key point in this approach, NAV and BRG are assigned to jointly develop a skills supply plan. The purpose is to help better match jobseekers with the labour needs of companies. There are a lot of value in these labor market issues in acting quickly. For example, inadequate matching is now a significant problem in the labor market. In order to carry out these assignments, ARBVUX and BRG appointed an employee group who worked in the autumn of 2016 and spring 2017 on the issue.

Competence Supply Plan (Kompetensförsörjningsplanen)	
Sector	Public

Target group	unemployed
Activities	<ul style="list-style-type: none"> • Collaboration • Coordination • Competence mapping • Workshops
Initiator	City of Gothenburg
Collaborating organisations	<ul style="list-style-type: none"> • Business Region Göteborg AB • City of Gothenburg (ARBVUX)
Collaborative actions	<ul style="list-style-type: none"> • Strategic work • Mapping
Connections with	<ul style="list-style-type: none"> • PES • BR Businesscenter & Kompetenscenter • Yes Box • SCB • GR • VGR
Connecting actions	<ul style="list-style-type: none"> • Arranging workshops, h • Organising holiday jobs
Connecting tools/objects	
Internet	

Competence Center (Kompetenscenter) – City of Gothenburg

The City of Gothenburg runs four Competence Centers; Angered, Centrum-West (Väster), Hisingen and East (Öster) The Competence Centers are commissioned by the Municipal Labour Market and Adult Education Administration (ArbVUX) and consist of employees who collaborate to help individuals who receive some form of help form of support from the Social Services to become self-sufficient. A person is eligible for the services offered by the Centers once he or she has received a referral from a Social Services caseworker.

The Centers focus on the needs of the individual as well as the needs of the labour market and tailor-makes efforts to ensure that the person becomes self-sufficient. Such efforts may include, coaching, study and career guidance, job matching, internship and skills training.

Competence Center (Kompetenscenter)	
Sector	Public
Target group	Unemployed persons (including immigrants)
Activities	<ul style="list-style-type: none"> • Collaboration • Coordination • Coaching • Competence development • Internships
Initiator	BRG on behalf of City of Gothenburg (Labour Market & Adult Education Administration – ArbVux)
Collaborating organisations	<ul style="list-style-type: none"> • PES • Employers
Collaborative actions	<ul style="list-style-type: none"> • Organising meetings between employers and potential • Mapping and supplementing individuals' needs
Connections with	<ul style="list-style-type: none"> • Employers • Immigrants
Connecting actions	matching
Connecting tools/objects	
Internet	www.goteborg.se/wps/portal/start/kommun-o-politik/kommunens-organisation/forvaltningar/forvaltningar/arbetsmarknad-och-vuxenutbildning/vara-verksamheter

Business Center in Angered – Business Region Göteborg (City of Gothenburg)

BRG Business Centers are situated in Angered and Biskopsgården. They are intended as physical meeting points where BRG offers “valuable knowledge and the right contacts” to support persons who wish to start or further develop their own business. At the centres, BRG offers free guidance and consulting services and provides access to organisations and other actors that can help entrepreneurs in their work. The centres also arrange seminars, workshops and other activities.

Business center in Angered	
Sector	Public

Target group	New entrepreneurs in the local area
Activities	<ul style="list-style-type: none"> • Entrepreneurship support • Seminars & workshops • Competence development • Research
Initiator	Business Region Göteborg (BRG)
Collaborating organisations	
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • City of Gothenburg • One Stop Future Shop
Connecting actions	
Connecting tools/objects	
Internet	https://www.businessregiongoteborg.se/sv/starta-foretag/business-center-vagen-till-foretagande

Stadlandet – BRG on behalf of City of Gothenburg

Stadlandet is the successor initiative to the Development North East project (Projekt Utveckling Nordost), a regional development project run by the City of Gothenburg between 2011 and 2013 and Pre-Study City Council, Stadlandet is a collaborative project between residents, associations, companies, administrations and academics run by Business Region Gothenburg (BRG). In cooperation with the Mistra Urban Futures research platform, Stadlandet Göteborg will also develop a research forum together with the various actors. The aim is that the cooperation in the hubs will continue after the end of the project. Stadlandet Göteborg is a cooperation project between Gothenburg City, Business Region Göteborg and Coompanion with the objective of creating green innovation and green business development between city and country. Local hubs in Angered and the Northern part of Hisingen island are developed in collaboration between the city, businesses, residents, associations and academics. In five test beds, new approaches are being explored to decrease the city's carbon footprint, with regards to food, logistics, business models, and as a

tourism destination. The project is being implemented in 2017-2019 with partial financing from Western Sweden's Regional Structural Funds Program.

Stadslandet	
Sector	Public
Target group	<ul style="list-style-type: none"> • Industrial employers • Small and medium-sized companies • (Future) entrepreneurs
Activities	<ul style="list-style-type: none"> • Collaboration • Local development, • Entrepreneurship support
Initiator	Business Region Göteborg (BRG)
Collaborating organisations	<ul style="list-style-type: none"> • City of Gothenburg (City Districts) • Coompanion Gothenburg Region • Chalmers • Mistra Urban Futures
Collaborative actions	<ul style="list-style-type: none"> • Development businesses • Collaborating, • Doing research
Connections with	<ul style="list-style-type: none"> • Västsveriges regionala strukturfondsprogram • Klimatsynk • local private and non-profit organisations
Connecting actions	Providing financial support
Connecting tools/objects	
Internet	https://stadsutveckling.goteborg.se/stadslandet

STING – City of Mölndal

In the aftermath of the “refugee crisis” of 2015, the city of Mölndal established STING, a strategic group for integration and settlement of recent immigrants. The group consists of heads of administration from the school and education administration, social and labour market management, urban construction management, culture and leisure management and the CEO of Mölndals bostäder, the municipality-owned real estate company. The group aims to manage the challenge of integration with the purpose of creating opportunities

in the form of influx of new workers bringing with them new skills, as well as positive effects such as increased participation in the community and in cultural life. Sub-sting is an operational group consisting of business and unit managers from all the city's administrations. The group is commissioned by STING and city management.

Sting	
Sector	Public
Target group	Managers in public sector
Activities	<ul style="list-style-type: none"> • Strategy work • Collaboration • Communication
Initiator	City of Mölndal
Collaborating organisations	<ul style="list-style-type: none"> • Mölndals bostäder • GR • Industry (apartments and employment) • Associations (leisure time) • Other municipalities and authorities
Collaborative actions	Arranging meetings
Connections with	
Connecting actions	Sub-STING
Connecting tools/objects	
Internet	

DoubleCup Mölndal – City of Mölndal

According to its website, DoubleCup Mölndal creates integration and networking opportunities through personal and “simple” meetings in the workplace. This is expected to happen during an informal, open coffee break (“fika”) between a so-called Future guide (Framtidsguide) - an employee at a company - and a Candidate (Kandidat) – a recent immigrant or asylum seeker. As the website states, “(t)he Future guide becomes a mentor for an hour. Having the skills and

experience of how the Swedish labour market works, the Future guide can answer any questions the candidate might have. Maybe, the Future guide has contacts in his or her network that can help the candidates further their careers and their social situation” (www.doublecup.se/om). The initiative originated in Trollhättan, but the City of Mölndal decided to copy it to play a part “in spreading this simple and good idea further”, it says on the website. In practice, the initiative asks employees at companies to register themselves on the DoubleCup homepage in order to be matched with an adequate person participating in the introduction program. The matching is done by an administrator who assesses the information provided about the person and company and compares it to the information about the participants on the introduction program for recent immigrants at the PES.

DoubleCup Mölndal	
Sector	Public
Target group	<ul style="list-style-type: none"> • Recent immigrants • Asylum seekers • Established persons (employees)
Activities	Informal meetings
Initiator	City of Mölndal
Collaborating organisations	<ul style="list-style-type: none"> • City of Mölndal • PES • Företagarna Mölndal • Mölndal-Åbro Employers' Association (Företagsförening)
Collaborative actions	Meetings
Connections with	Trollhättans Stads Näringslivsråd (City of Trollhättan Industry Council)
Connecting actions	Register participants (Future guides and candidates)
Connecting tools/objects	The internet website: www.doublecup.se
Internet	https://www.molndal.se/startside/arbete-och-naringsliv/stod-och-radgivning/natverk-och-projekt/doublecup.html

Premiär Primär – Coordination Association Insjöriket (Samordningsförbundet Insjöriket)

Premiär Primär aims to support fifteen recently arrived young adults, or young adults with foreign backgrounds who lack Swedish language skills, into employment. The methodology employed in Premiär Primär has been borrowed from the existing Balder Primär initiative. Participants in the project are entitled to any form of wage support granted by the PES and are required to be in contact with at least two authorities. The project is primarily aimed at participants aged 20-25 years, but exceptions may be made.

Premiär Primär	
Sector	Public
Target group	<ul style="list-style-type: none"> • Young adult with foreign background • Recently-arrived young adults
Activities	<ul style="list-style-type: none"> • Collaboration • Relationship building • Running projects with recent immigrants
Initiator	Coordination Association Insjöriket (Samordningsförbundet Insjöriket)
Collaborating organisations	<ul style="list-style-type: none"> • Primär fastighetsförvaltning • Arbetsförmedlingen • VGR • Försäkringskassan
Collaborative actions	Matching
Connections with	MUCF- Myndigheten för ungdoms- och civilsamhällesfrågor
Connecting actions	Granting financial support
Connecting tools/objects	
Internet	

Balder Premiär – Coordination Association Insjöriket (Samordningsförbundet Insjöriket)

The Coordination association Insjöriket and the business sector have been granted funding from MUCF (Myndigheten för ungdoms- och civilsamhällesfrågor) to jointly run the project Balder Premiär. The aim of the project is to support young foreign-born persons and young recent immigrants with low Swedish language skills into employment or into studies and to promote health aspects among participants who come from Alingsås, Härryda, Lerum, Mölndal and Partille municipalities. When participants enter the project, their competence is mapped to determine the focus of the support. Participants can also have access to coaching and other support services in their contacts with state authorities, group activities or other integration efforts. The project is staffed with employees from the PES and the National Insurance Agency (Försäkringskassan) and collaborates with the business sector through Business Performance, a consultancy firm/educational services provider with a broad network of contacts in Western Sweden.

Balder Premiär	
Sector	Public
Target group	<ul style="list-style-type: none"> • Young foreign-born adults with low skills in the Swedish language
Activities	<ul style="list-style-type: none"> • Competence mapping • Coaching • Group activities and training
Initiator	<ul style="list-style-type: none"> • Coordination Association Insjöriket (Samordningsförbundet Insjöriket) • Industry employers
Collaborating organisations	<ul style="list-style-type: none"> • Coordination Association Insjöriket • Industry employers • PES • Försäkringskassan
Collaborative actions	Staff the project with employees from PES and the Swedish Social Security Agency
Connections with	<ul style="list-style-type: none"> • Business Performance

	<ul style="list-style-type: none"> • MUCF- Myndigheten för ungdoms- och civilsamhällesfrågor
Connecting actions	<ul style="list-style-type: none"> • granting financial support • training
Connecting tools/objects	Business Performance's network of companies
Internet	http://www.samverkanvg.se/sv/Samverkan-VG2/Samordningsforbunden-i-vast/Molndal-Partille-Harryda-Lerum-och-Alingsas/Pagaende-projekt/MUCF-projekt/

More Swedish, better health (Mera svenska, bättre hälsa)

The project is aimed at residents of Hisingen island who have had to discontinue their SFI-studies and need to improve their Swedish language skills at the same time as they are in need of health support and civic orientation focused on the labour market and studies. The goal is to get these persons to resume their SFI studies.

As part of the initiative a person participates in a group activity twice a week for three hours during a period of six weeks. Each session includes a topic that focuses on health and the Swedish labour market and finishes with a physical activity. This part of the activity is followed by an individually-planned language-focused internship. During this time, the group meets once a week for a follow-up meeting and Swedish language training, provided with the assistance of Swedish language teachers from Folkhögskolan. When studies are resumed, the person exits MSBH.

More Swedish, Better Health (Mera svenska, bättre hälsa)	
Sector	Public
Target group	<ul style="list-style-type: none"> • Residents of Hisingen who have had to discontinue their SFI training and need to train Swedish, receive health support and civic orientation with a focus on the labour market and studies
Activities	<ul style="list-style-type: none"> • Group activities twice a week organised according to topics related to the labour market and health • Individually-planned language-focused internships

	<ul style="list-style-type: none"> • Swedish language training
Initiator	<ul style="list-style-type: none"> • City of Gothenburg – Sector Individual and Family Care (Sektor Individ- och familjeomsorg samt funktionshinder (Område Arbetsmarknad och sysselsättning) – District of Western Hisingen
Collaborating organisations	<ul style="list-style-type: none"> • SDF Lundby (District of Lundby) • SDF Norra Hisingen (District of Western Hisingen) • Municipal Labour market and adult education administration (ArbVux) • Folkhögskolan
Collaborative actions	<ul style="list-style-type: none"> • Arranging training and group activities • Arranging internships
Connections with	
Connecting actions	<ul style="list-style-type: none"> • teaching language classes • training
Connecting tools/objects	
Internet	http://pivi.goteborg.se/mera-svenska-battare-halsa/

State Internships (Praktik i staten)

The government has commissioned the public authorities to provide 1000 internships per year for newly-arrived jobseekers and disabled people with reduced working capacity during the period 2016-2018. According to a commissioned evaluation undertaken by the Swedish Agency for Public Management (Statskontoret) in May 2017, approximately 1 090 recent immigrants have started their internships at state authorities. 405 of these are women and 685 are men. The excess of men can be explained by their overrepresentation among recent immigrants. In total, 111 of approximately 200 authorities that were approached by the government, have taken in at least one recent immigrant intern. 280 recent immigrants have completed their internships (Swedish Agency for Public Management, 2017).

One example of state authorities in the Gothenburg area that have heeded the call is the University of Gothenburg. At present, the University of Gothenburg offers up to 100 internships, for newly-arrived graduates with refugee

backgrounds. The number of internships varies and includes a number of different areas within the natural sciences such as physics, chemistry and biology, but also in pedagogy, social sciences, behavioral sciences, art, music, design and administration, to name a few.

State Internships (Praktik i Staten) – Example: University of Gothenburg	
Sector	Public
Target group	recent refugees with academic background
Activities	Internship
Initiator	PES (Arbetsförmedlingen) on behalf of the Swedish government
Collaborating organisations	<ul style="list-style-type: none"> • PES (Arbetsförmedlingen) • University of Gothenburg • Folkuniversitetet
Collaborative actions	<ul style="list-style-type: none"> • remittance (sending persons) • matching
Connections with	Folkuniversitetet's "Korta vägen"
Connecting actions	Educational program
Connecting tools/objects	
Internet	http://www.regeringen.se/regeringsuppdrag/2016/02/uppdrag-till-statliga-myndigheter-att-ta-emot-nyanland-arbetssokande-for-praktik-2016-2018-m.m/

Set Colour to Gothenburg (Sätt färg på Göteborg) – PES

The project "Sätt Färg på Göteborg" consists of a close collaboration between municipal housing companies, the PES, the Municipal Labour market and adult education administration (ArbVux), local networks, industry associations and painting companies. The overall objective of the project is to develop and establish a way of working that contributes to the inclusion of young, foreign-born persons who are unemployed and children of immigrants who have a weak position on the labour market.

Set Colour to Gothenburg (Sätt färg på Göteborg)

Sector	Public
Target group	<ul style="list-style-type: none"> • unemployed foreign-born youth (19-24 yrs) • children to immigrants • school dropouts • recent immigrants
Activities	<ul style="list-style-type: none"> • collaboration • vocational training • internships
Initiator	PES
Collaborating organisations	<ul style="list-style-type: none"> • PES • Akzo Nobel • City of Gothenburg • Förvaltnings AB Framtiden • Gothenburg's 400-year-anniversary, 2021 • Måleriföretagen väst • ESF • Arvsfonden
Collaborative actions	<ul style="list-style-type: none"> • Developing practices that contribute to inclusion • Arranging preparatory training • Arranging vocational training
Connections with	<ul style="list-style-type: none"> • Municipality-owned real estate companies • PES • Municipal labour market and adult education administration (ArbVux) • Local networks • Industry associations • Mentor companies (Fadderföretag) • Hållbar stadsutveckling (Sustainable City Development)
Connecting actions	<ul style="list-style-type: none"> • Making posters for events • Painting buildings
Connecting tools/objects	Webpage
Internet	https://sattfargpa.se/

Database for Practical Integration Work (Idébank för praktiskt integrationsarbete) – Swedish Association of Local Authorities and Regions (Sveriges Kommuner och Landsting (SKL))

As many other actors, municipalities, county councils and regions too seek better tools and methods for working with integration of foreign-born persons. This has led SKL to develop the “Idea Bank” with the aim of collecting and making available practical examples of “best practices” in integration efforts directed at foreign-born persons. The purpose of the repository is to spread awareness of the many activities that Sweden's municipalities, county councils and regions engage in (and that are considered as successful) and to facilitate exchanges of experience and development across municipal and other boundaries. The repository can be accessed through SKL’s website.

Database for Practical Integration Work (Idébank för praktiskt integrationsarbete) The Swedish Association of Local Authorities and Regions (SKL)	
Sector	Public
Target group	Public sector organisations
Activities	Collecting and spreading best practices
Initiator	SKL
Collaborating organisations	
Collaborative actions	
Connections with	Organisations (municipalities, regions, and others) and individuals working with integration
Connecting actions	<ul style="list-style-type: none"> • identifying good cases • describing practices • submitting descriptions of good cases • evaluating practices submitted
Connecting tools/objects	<ul style="list-style-type: none"> • Internet website • Database solution
Internet	www.skl.se

Welcome to the future – the path to important, real jobs (Välkommen till framtiden – vägen till viktiga, riktiga jobb)

The purpose of this project is to enable low skilled recent immigrants to find their first employment as part of their two-year introduction (etableringstiden). It seeks to shorten the path to employment by starting with an intensive Swedish language course during three months while they also take part in the civil orientation course. And this is a full-time activity in the beginning. After that the participants enter the workplace within AB Framtiden through workplace-based internships (arbetsnära praktikplatser) where they can learn about how things work in a Swedish workplace. Usually a person is allocated a supervisor – there are about 100 supervisors within AB Framtiden today who have volunteered to support this work. At the end of this period, participants are matched with employment opportunities, either within AB Framtiden, or with jobs available with subcontractors. “And we can supply vocational training – as much vocational training as needed to manage this first job position” (ArbVUX representative, 171204).

The project started autumn 2017 and about 40 recent immigrants are in progress with their internship. In addition to the Framtiden Group, which includes municipal housing companies, the city's Labour market and adult education administration (ArbVux) and the PES are also involved. After an introductory training, recent immigrants who participate in a six-month internship at one of the residential companies Poseidon, Bostadsbolaget or Familjebostäder may also participate in SFI education or other vocational training activities.

Welcome to the future (Välkommen till framtiden)	
Sector	Public
Target group	Low-skilled recent immigrants
Activities	<ul style="list-style-type: none">• Vocational Swedish language training• Internship program• Matching (work or shorter vocational training)
Initiator	AB Framtiden
Collaborating organisations	<ul style="list-style-type: none">• PES• AB Framtiden• Folkuniversitetet

	<ul style="list-style-type: none"> • City of Gothenburg (ArbVUX)
Collaborative actions	<ul style="list-style-type: none"> • Selecting participants (PES) • Arranging internships • Arranging vocational SFI • Matching • Coordinating and leading project • Training and developing competence
Connections with	<ul style="list-style-type: none"> • Sub-contractors to AB Framtiden • Ekan Management
Connecting actions	matching
Connecting tools/objects	
Internet	https://fastighetsfolket.se/2017/08/15/goteborgs-snabbpar-ger-nya-jobb/ https://www.johannebergsciencepark.com/nyheter/framtiden-ar-vagen-till-viktiga-riktiga-jobb

Professional Swedish for Immigrants (Yrkessvenska)

Professional Swedish for Immigrants (Yrkessvenska) is a label given to a range of labour market training programs that are offered by the PES. The PES has commissioned a large number of educational services providers (e.g. Hermods, Folkuniversitetet, Eductus) to undertake the training. It is aimed at people who wish to improve their Swedish language skills within a professional area – both, recent immigrants and foreign-born persons who have lived in Sweden for a longer period of time and have some basic knowledge of the Swedish language. These persons can participate in Yrkessvenska at the same time as they participate in other labour market training programs or internships. Korta vägen is also frequently placed under the label Professional Swedish for Immigrants.

Professional Swedish for immigrants (Yrkessvenska)	
Sector	Public
Target group	Recent immigrants
Activities	Professional language training (Yrkes SFI)
Initiator	PES

Collaborating organisations	<ul style="list-style-type: none"> • PES • Educational services providers (e.g. Hermods, Eductus, Folkuniversitetet)
Collaborative actions	Arranging labour market training Arranging study visits
Connections with	employers (internships)
Connecting actions	arranging internships
Connecting tools/objects	
Internet	For example: https://eductus.se/kursfakta/yrkessvenska/

The Short Path – Foreign technicians and engineers (Korta vägen – Utländska tekniker och ingenjörer (UTI))

Korta vägen UTI is a commissioned training program at YRGO, an educational services provider that is part of City of Gothenburg Education (Göteborgs Stad Utbildning), which runs upper secondary schools (gymnasieskola), adult education and training and polytechnic educational programs (yrkeshögskoleutbildning). According to its representatives, YRGO develops its programs in close cooperation with private companies, public sector organisations, trade and industry organisations and higher education institutions.

Korta vägen UTI is run in collaboration with Folkuniversitetet and is one of the preparatory training program at the PES.

Korta vägen – UTI	
Sector	Public
Target group	Foreign-born persons with foreign academic study records within a technical field or the natural sciences
Activities	<ul style="list-style-type: none"> • Shorter vocational training programs • Labour market and civic orientation • Competence assessment • Professional language training • Workplace-based training
Initiator	<ul style="list-style-type: none"> • YRGO (City of Gothenburg) • Folkuniversitetet

Collaborating organisations	<ul style="list-style-type: none"> • YRGO • Folkuniversitetet • PES
Collaborative actions	<ul style="list-style-type: none"> • mapping competence • organising individual professional guidance • arranging labour market and civic orientation
Connections with	employers (workplace-based training)
Connecting actions	Arranging training in the workplace
Connecting tools/objects	
Internet	http://yrgo.se/foretag/uppdraagsutbildning/kortavagen-uti-utlandska-tekniker-och-ingenjorer/

Pilot Project Carwash Hisingen – City District of Western Hisingen & Volvo Cars

The City District of West Hisingen, Volvo Cars and the Vägen-ut Cooperative have together started a formal cooperation project with the aim of establishing a carwash company employing persons who currently receive social welfare and are far from the labour market – many with language difficulties. The aim is to successfully launch and establish the social enterprise by September 2018 and to create the conditions under which the employees can take over the carwash company and run it themselves, thereby becoming self-sufficient. For Volvo Cars, a carwash company on their premises provides an important and meaningful service to its employees as dirty company cars are seen as negative for the brand. And for the City District of West Hisingen, the company provides an opportunity to reduce the number of social welfare recipients.

The Carwash pilot project is seen as a model that can be translated to any other setting with business opportunities. After the pilot stage, the carwash company is intended to become self-reliant through an increase in the rates for owners of company cars who wish to subscribe to the carwash services. Apart from providing services to Volvo employees the carwash company is also seen as a tool to support persons into studies or into other jobs at Volvo Cars.

Pilot Project Carwash

Sector	Public & Private
Target group	Recipients of social welfare who are far from the labour market with language problems
Activities	Establishing and running a company
Initiator	City District of Western Hisingen & Volvo Cars
Collaborating organisations	<ul style="list-style-type: none"> • City District of West Hisingen • Volvo Cars • Vägen ut! Cooperative
Collaborative actions	<ul style="list-style-type: none"> • Administrating the project • Identifying and supplying adequate persons for the initiative • Financing • Establishing the social enterprise
Connections with	Municipal Labour Market and Adult Education Administration (ArbVux)
Connecting actions	Discussing future possibilities for training and employment
Connecting tools/objects	
Internet	www.goteborg.se

Non-profit/Voluntary sector

Refugees Welcome (Housing)

Refugees Welcome Housing was launched in 2015 as a religiously and politically non-affiliated association with the purpose to create alternative housing solutions for recent immigrants to Sweden. Refugees Welcome Housing is part of an international network with Refugees Welcome International with which it shares an ambition to bring about changes in what the organisation calls “xenophobic migration policies”. Refugees Welcome Housing works as a digital platform matching landlords and newly arrived tenants. According to its proponents, this platform is important as there is “a gap in the Swedish reception system which leads to individuals getting isolated in refugee camps without the possibility for humane and equal integration to take place. We believe that opening our homes can create a more humane culture of welcoming refugees to Sweden. One of our fundamental principles is that no one is illegal”. Furthermore, we learn from their website that “it is among the aims of this organisation that the newcomer gains language skills and networking capabilities which will increase the chances of receiving permanent residency and potential employment” (<https://refugees-welcome.se/?lang=en>, accessed 180120).

Refugees Welcome (Housing)	
Sector	Non-profit
Target group	<ul style="list-style-type: none"> • Asylum seekers • Recent immigrants
Activities	Matching landlords and newly-arrived tenants
Initiator	Refugees Welcome (Housing)
Collaborating organisations	None
Collaborative actions	None
Connections with	Refugees Welcome Sweden & International
Connecting actions	

Connecting tools/objects	<ul style="list-style-type: none"> • Internet website • Matching database
Internet	https://refugees-welcome.se/?lang=en

Jobs Puzzle (Jobbpuzzlet) – Bräcke Diakoni

The Jobs Puzzle is intended for persons who are far from the labour market. It is intended to address the personal processes and the anxieties connected to searching for a job – who am I and what skills do I possess?

The Jobs Puzzle is intended as a tool to aid in that process. According to its proponents, a person plays the puzzle in a pedagogical and structured way, and in easy-to-understand Swedish, by going through four modules – 1) know yourself, 2) knowledge, 3) will and 4) courage – and by summarising each module gets a better understanding of who he or she is, what knowledge and skills the person possesses and what he or she wishes to accomplish in the future. The puzzle also intends to give a person a basic understanding of his or her personal economy and acts as a tool for training the first job interview.

Feedback is given as part of the game through a chat and dialogue function. The puzzle’s proponents highlight that the game uses easy Swedish so that it can be used by both, people with foreign backgrounds and persons with disabilities. A number of movies, which were produced by the PES and describe in more detail different occupations have also been included. According to its proponents, the idea was born out of the work at Bräcke Diakonie with young people with disabilities, undertaken together with Riksgymnasiet in Angered, when the need for a tool to support young people with disabilities in understanding the employment process, was recognised.

Jobs Puzzle (Jobbpuzzlet)	
Sector	Non-profit
Target group	Young foreign-born persons and persons with disabilities
Activities	
Initiator	Bräcke Diakoni
Collaborating organisations	<ul style="list-style-type: none"> • Bräcke Diakoni • City of Gothenburg (BRG-Social entrepreneurship)

	<ul style="list-style-type: none"> • Allmänna Arvsfonden • Post- & Telestyrelsen
Collaborative actions	Financial support
Connections with	PES
Connecting actions	Including films in the game that describe different occupations
Connecting tools/objects	Digital education & training platform
Internet	https://www.businessregiongoteborg.se/sv/starta-foretag/business-center-vagen-till-foretagande

The Short Path (Korta vägen) – Folkuniversitetet

Folkuniversitetet is a politically independent, non-religious, educational association that is running liberal adult education and further adult education programs in around 100 cities and towns across Sweden – among them a number of operations in and around Gothenburg. Folkuniversitetet is supported by the state for those parts of their operations that focus on liberal adult education (folkbildning).

Folkuniversitetet is connected to three labour market integration initiatives directed at foreign-born persons: The Short Path (Korta vägen), Professional Swedish (Yrkessvenska) and Support & Matching (Stöd & Matchning). The Short Path is aimed at foreign-born academics with an academic degree or at least three years' academic studies from their countries of origin. According to its representatives, The Short Path increases a person's chances of becoming employed within his or her profession as well as preparing a person for university studies if he or she needs to supplement existing qualifications. A caseworker at the PES assesses eligibility for The Short Path and registers a person for the training.

The Short Path (Korta vägen)	
Sector	Non-profit
Target group	Highly-educated immigrants
Activities	<ul style="list-style-type: none"> • Civic orientation

	<ul style="list-style-type: none"> • information on the Swedish labour market • mapping and assessing competence • training in the workplace • coaching
Initiator	Folkuniversitetet
Collaborating organisations	<ul style="list-style-type: none"> • Folkuniversitetet • PES • Universities • University colleges
Collaborative actions	
Connections with	
Connecting actions	
Connecting tools/objects	<ul style="list-style-type: none"> • Internet website • database
Internet	www.folkuniversitetet.se

Swedish for Asylum Seekers – Folkuniversitetet

The Swedish courses are free of charge and are built around Folkuniversitetet's own study material which is used all over Sweden. The only requirements for enrolment is a valid LMA number (Lagen om mottagande av asylsökande nummer) – an identification number given to asylum seekers who do not yet have a Swedish personal identification number (Personnummer) – and that the person has not already been granted a residence permit.

The goal of the program is to learn the basics of Swedish so that an asylum seeker can be understood in the Swedish language (and understand others) in various everyday situations. Examples include – contact with the Swedish job center or school authorities, saying “hello”, shopping and giving and asking for simple information.

Swedish for Asylum Seekers	
Sector	Non-profit
Target group	Asylum seekers (with LMA number)
Activities	Basic language training
Initiator	Folkuniversitetet

Collaborating organisations	<ul style="list-style-type: none"> • Folkuniversitetet • PES
Collaborative actions	
Connections with	Swedish Migration Agency
Connecting actions	Providing financial support for travel expenses in some cases
Connecting tools/objects	
Internet	http://www.folkuniversitetet.se/In-English/Swedish-courses/swedish-for-asylum-seekers/

PLUS intro – Professional Swedish Language with Introduction to the Health Care System for Newly-arrived Doctors and Nurses (Utbildning i yrkessvenska med sjukvårdsintroduktion för nyanlända läkare och sjuksköterskor) – VGR Folkhögskolor (VGR Folk high-schools)

The Region of Västra Götaland (VGR) and the PES arrange courses for recent immigrants with a degree in medicine or nursing from a country outside of the EU. As learning the language is often seen as crucial for health care personnel, the initiative intends to promote language training at an early stage. The purpose is to shorten and facilitate the participants' process of applying for a Swedish licence in order to get an employment within the health care sector. The course duration is a maximum of one year and it consists of teacher-led instruction two days a week and about two days of self-learning. The course is held at two different language levels, one at beginner's level and one at lower intermediate level depending on the applicants' language skills.

On a more general level, VGR runs six Folkhögskolor offering around 30 courses to gain access to higher education or to specialise within one field. Projects for persons, who are far from the labour market are also run at some of the schools.

Plus Intro – Professional Swedish Language with Introduction to the Health Care Sector for Newly-arrived Doctors and Nurses	
Sector	Public
Target group	Recent immigrant medical doctors and nurses

Activities	Professional language training (Yrkessvenska)
Initiator	<ul style="list-style-type: none"> • VGR Folkhögskolor • PES
Collaborating organisations	<ul style="list-style-type: none"> • VGR Folkhögskolor • PES
Collaborative actions	<ul style="list-style-type: none"> • Selecting participants for courses • Financing travel expenses
Connections with	Migration Agency (Migrationsverket)
Connecting actions	Financing travel expenses for asylum seekers
Connecting tools/objects	
Internet	https://www2.sahlgrenska.se/sv/FHSK/Om-VGR-Folkhogskolor/Projekt-Utlandska-lakare/

Swedish at Work (Svenska på jobbet) – Forum Skill

Forum Skill is a resource organisation that runs a number of different projects and operations in the name of the fundamental human rights. Its operations consist of social enterprises and rehabilitative cultural work. It also operates a training section where it offers lectures and training material on how to run social enterprises, and on the work environment, sexuality and functionality. According to its representatives, the operations have in common that they have been started with the goal of increasing the possibilities for empowerment, but also to meet the societal challenges of segregation and marginalisation. Forum Skill is procured by the City of Gothenburg to run daily operations based on the Law on Support and Service to Certain Persons with Disabilities (*Lag om stöd och service till vissa funktionshindrade*) and has a contractual agreement with the PES for undertaking work-based training. Forum Skill collaborates with various associations, organisations, municipalities, the Region (GR) and educational services providers. It also serves as a link between research and practice.

One of the projects is “Svenska på jobbet” (Swedish at work) and is aimed at recent immigrants and their supervisors and colleagues in social enterprises and other work places. The project aims at developing language support for recent immigrants with disabilities who learn Swedish at work.

Swedish at Work (Svenska på jobbet)	
Sector	Non-profit
Target group	Recent immigrants with disabilities
Activities	Language and cultural training
Initiator	Forum Skill
Collaborating organisations	<ul style="list-style-type: none"> • Forum Skill • Associations • Municipalities • GR • Educational services providers
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • PES • City of Gothenburg
Connecting actions	Procuring services
Connecting tools/objects	contracts
Internet	www.forumskill.se

Guide for Recent Immigrants (Vägvisaren för nyanlända) – Göteborgs Föreningscentrum (GFC)

Göteborgs FöreningsCentrum was founded in 1995 and is a competence development center for organisations that run volunteer social work operations in the Gothenburg region. GFC's main task is to support and stimulate member organisations' work, to develop social work and to inform about what volunteer organisations can contribute with in our society. GFC describes itself as a unique support network in Sweden with 90 member-organisations, among others, associations, volunteer organisations (frivilligcentraler), church organisations, self-help groups and telephone hotlines. Together, these organisations help children, young people, women, addicts, people with disabilities, patients and their families. Among the member organisations one can find large organisations with hundreds of employees and small non-profit associations without any employees. GFC is owned by its members that with the help of the elected board runs the operations. It focuses above all on supporting small and recently

established associations that have small resources, whereas the large organisations contribute with their competence and knowledge.

GFC has run a project called Guide for Recent Immigrants (Vägvisaren för nyanlända), intended to connect recent immigrants and established persons throughout Västra Götaland to facilitate an increased integration and knowledge exchange. The meetings are build on voluntary, mutual exchange and on language training.

Guide for Recent Immigrants (Vägvisaren för nyanlända)	
Sector	Non-profit
Target group	<ul style="list-style-type: none"> • recent immigrants • established persons (members)
Activities	<ul style="list-style-type: none"> • Informal language training • Arranging meetings between immigrants and established persons • Workshops and seminars
Initiator	GFC
Collaborating organisations	<ul style="list-style-type: none"> • GFC • Member organisations/associations
Collaborative actions	Arranging workshops and seminars
Connections with	VGR
Connecting actions	Financial support
Connecting tools/objects	
Internet	www.gfc.se

Lighthouse project – Göteborgs Föreningscentrum (GFC)

The lighthouse project is funded by Arvsfonden and aims to contribute to a quicker integration and decrease in segregation, exclusion and alienation. The ambition is to facilitate the creation of friendships between recent immigrants and other marginalised groups and established persons who are already part of networks in the region. These should be persons who can actively support integration of recent immigrants through their networks and by sharing their experiences about how Swedish society works, about the cultural offerings,

about the many non-profit organisations and associations, etc. These meetings will also potentially increase the established persons' knowledge about other cultures and other norms and values. The project intends to also support participants in building their own networks, with the aim of increasing their possibilities of gaining access to internships and employment.

Lighthouse project	
Sector	Non-profit
Target group	<ul style="list-style-type: none"> • asylum seekers • recent immigrants with disabilities • children and young adults with disabilities • established persons (members)
Activities	<ul style="list-style-type: none"> • create networks in the cultural sector • arranging meetings between immigrants and established persons • arranging workshops and seminars
Initiator	GFC
Collaborating organisations	<ul style="list-style-type: none"> • GFC • ABF (Arbetarnas Bildningsförbund) • Danskompaniet SPINN • HOMAN • Swedna • Öppna Kanalen
Collaborative actions	<ul style="list-style-type: none"> • arranging meetings • arranging visits to cultural sites, workplaces and events
Connections with	Arvsfonden
Connecting actions	financial support
Connecting tools/objects	
Internet	www.gfc.se

Study Circle for Recent Immigrants: “Working in Sweden” (Studiecirkel för nyanlända: att arbeta i Sverige) & Meeting Point “Professionals” (Mötesplats ”Yrkesgruppen”) – Individuell Människohjälp (IM)

Individuell Människohjälp (IM) is a Swedish aid organisation that aims to fight poverty and segregation. According to its representatives, IM’s work is based on

the UN declaration on human rights. An important part of IM’s work is to increase the engagement of the public in establishing a “just and charitable world”. IM’s operations in Gothenburg are primarily seen as venues for volunteers and recent immigrants to engage in mutual exchanges. The idea is to increase the respect for each other and to minimise the generalising preconceptions about one another. The goal of IM’s Meeting Point “Professionals” (Mötesplats “Yrkesgruppen”) and the study circle “Att arbeta i Sverige” (Working in Sweden) is first and foremost to facilitate meetings and networking between recent immigrants and volunteers who are employed in order to allow them to exchange experiences about their own worlds and the terms connected to Swedish work life. Its proponents highlight, that this is a forum and venue for discussing the social and cultural aspects of searching for a job in Sweden; social media and communication; to learn the correct terms when it comes to searching for employment; to train interview situations, an opportunity to develop one’s network and to get concrete help and advice related to finding a job.

Meeting Point –Professionals & Study Circle “Working in Sweden (Mötesplats – Yrkesgruppen & Studiecirkeln “Att arbeta i Sverige”)	
Sector	Non-profit
Target group	<ul style="list-style-type: none"> • Recent immigrants • Asylum seekers • Volunteers
Activities	<ul style="list-style-type: none"> • Meeting venues • Information sharing • Job search activities
Initiator	Individuell människohjälp (IM)
Collaborating organisations	
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Employers • Immigrants • Asylum seekers
Connecting actions	

Tools	Internet website
Internet	https://manniskohjalp.se/node/2928

The Employment Leap (Jobbsprånget) – The Royal Swedish Academy of Engineering Sciences (Kungliga Ingenjörsvetenskapsakademien (IVA))

The Employment Leap (Jobbsprånget) is a four-month-long internship program run by the Royal Swedish Academy of Engineering Sciences (IVA). The program aims to connect employers and the skills and experience of recently-arrived immigrant academics and give newcomer academics a chance to show their potential and to thereby speed up their introduction into the Swedish labour market. Jobbsprånget is intended for engineers, architects, scientists and economists and during 2017 around 150 employers participated in 50 different locations all over Sweden. The program is financed by the Wallenberg Foundations and has an ambition to become the leading internship program for academics who have recently arrived to Sweden. In addition, Tillväxtverket (The Swedish Agency for Economic and Regional Growth) within its initiative *Easier Paths to Work and Skills* (Enklare vägar till jobb och kompetens) has co-financed a project which forms part of Jobbsprånget during 2017.

In order to apply to Jobbsprånget a person needs to fulfil the following criteria:

- have a degree in engineering, architecture, science, or business/finance (bachelor, master or higher degree)
- proficiency in the English language, both spoken and written
- be a newly-arrived academic registered at the PES

The Royal Swedish Academy of Engineering Sciences (IVA) was founded in 1919 and was the first engineering science academy in the world. It comprises 1300 Swedish and foreign elected fellows and more than 250 members as part of the IVA Business Executives Council. IVA's large network includes decision-makers and experts from business, industry, academia, research institutes, government agencies and non-governmental organisations. Since 2012, the internship program *The Technology Leap* (Tekniksprånget) has sought to increase the

interest in a career in engineering amongst young adults and has offered internships to more than 3000 young adults. Jobbsprånget is the result of the extensive work with arranging internship programs in the past and is largely based on the experiences from Tekniksprånget.

The Employment Leap (Jobbsprånget)	
Sector	Non-profit
Target group	Highly-educated recent immigrants (engineering, architecture, natural sciences, economics)
Activities	<ul style="list-style-type: none"> • Four-month internship-program • Matching • Handling administration surrounding the programs
Initiator	IVA
Collaborating organisations	<ul style="list-style-type: none"> • IVA • PES • Approx. 35 employers (e.g. Stena Metall; Ernst & Young; AB Volvo; Mölnlycke Health Care)
Collaborative actions	<ul style="list-style-type: none"> • Facilitate opportunity for validation of skills and competence • Facilitate new contacts • Identifying and selecting new employees • Workshops for mentors • Information meetings
Connections with	<ul style="list-style-type: none"> • Wallenberg Foundations • PES • Tillväxtverket (Initiative: “Enklare vägar till jobb och kompetens” (Easier ways to work and skills) (during 2017) • Swedish Government (Dept of Trade and Industry)
Connecting actions	<ul style="list-style-type: none"> • Financial support • selection of candidates (PES) • insurance provided by PES
Connecting tools/objects	<ul style="list-style-type: none"> • Ansökningsportalen (Application portal on the Jobbsprånget homepage) • Jobbsprånget’s application portal (IT based matching tool)
Internet	www.jobbspranget.se ; https://twitter.com/jobbspranget

Office of friends (Kompisbyrån)

The Office of Friends (Kompisbyrån) is a non-profit organisation that digitally facilitates contacts between new and established Swedes with similar interests. Kompisbyrån was established in 2014 by Emma Hammar and Cecilia Holmgren with the vision to increase solidarity in society by making it easier for people from different backgrounds and with different experiences to meet informally. The purpose is to speak Swedish for 1 hour over coffee (fika) in a relaxed atmosphere.

Kompisbyrån	
Sector	Non-profit
Target group	<ul style="list-style-type: none"> • Recent immigrants • Established persons
Activities	<ul style="list-style-type: none"> • Informal language training • Personal matching (fika friends)
Initiator	Emma Hammar & Cecilia Holmgren
Collaborating organisations	None
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Recent immigrants • Established persons
Connecting actions	<ul style="list-style-type: none"> • Registering account • Creating profile • Matching
Connecting objects	<ul style="list-style-type: none"> • IT hardware & software • Homepage
Tools	<ul style="list-style-type: none"> • Homepage • Matching tool
Internet	www.kompisbyran.se

The Micro Funds (West) (Mikrofonderna Väst) – Coompanion

The Micro Funds (Mikrofonderna) provide guarantees and cover for defaulting securities or as a personal sponsor to its members. Mikrofonderna also invests its capital in its members' enterprises.

The Micro Funds (West) (Mikrofonderna Väst)	
Sector	Non-profit
Target group	Everyone
Activities	Provision of financial services to the social sector
Initiator	Mikrofonderna Väst
Collaborating organisations	<ul style="list-style-type: none"> • Mikrofonderna Väst • Coompanion • Ekobanken • JAK Medlemsbank • Almi • Business Region Göteborg (BRG)
Collaborative actions	<ul style="list-style-type: none"> • Investing • Analysing • Securing funds
Connections with	<ul style="list-style-type: none"> • Tillväxtverket (The Swedish Agency for Economic and Regional Growth) • Member organisations
Connecting actions	Financial support
Connecting tools/objects	Internet website
Internet	www.mikrofonderna.se

Mitt Livs Chans – Mitt Liv

Mitt Liv is a social enterprise that works for an inclusive society and labour market, which values diversity. To be a social enterprise means for us to address societal challenges with innovative solutions based on profitable business methods. Mitt Liv operates today in Gothenburg, Stockholm, Norrköping, Linköping and Malmö. At Mitt Liv we are convinced that integration is about meeting each other halfway. That is why we basically work equally with two large groups: employers and immigrants. Our core business Mitt Livs Chans is a

mentorship program for persons with foreign backgrounds who lack employment which corresponds to their competence as well as professional contacts and networks. The program is free of charge for the mentee and is financed through our collaboration partners (industry and public sector organisations), who have realised the value and benefits of increased diversity in the work place.

Mitt Livs Chans	
Sector	Non-profit
Target group	Highly-educated immigrants
Activities	Mentorship program
Initiator	Mitt Liv
Collaborating organisations	Public and private employers
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Employers • Immigrants
Connecting actions	matching
Connecting tools/objects	
Internet	www.mittliv.com

Mitt Liv Konsulting – Mitt Liv

Apart from the mentorship program, Mitt Liv also offers workshops, training programs and networking activities for companies that wish to work with questions concerning diversity and development.

Mitt Liv Konsulting	
Sector	Non-profit
Target group	Public and private employers
Activities	<ul style="list-style-type: none"> • Training programs • Leadership program • Seminars and workshops • Networking

Initiator	Mitt Liv
Collaborating organisations	
Collaborative actions	<ul style="list-style-type: none"> • developing training programs • training mentors • educating leaders
Connections with	Employers
Connecting actions	
Connecting tools/objects	<ul style="list-style-type: none"> • Inclusive leadership program • Workshop/ training packages
Internet	www.mittliv.com

Opportunity Day

Helena Lindahl is the project leader and initiator of Opportunity Day, an annual job fair that is arranged together with Business Region Göteborg (BRG) and the City of Gothenburg through its Labour Market & Adult education division (ARBVUX) as the main partners.

Opportunity Day	
Sector	Non-profit
Target group	<ul style="list-style-type: none"> • Recent immigrants • Public and private employers
Activities	<ul style="list-style-type: none"> • Job matching • Information • Exhibition/Fair • Seminars/workshops/Presentations
Initiator	Helene Lindahl
Collaborating organisations	<ul style="list-style-type: none"> • Opportunity Day (Helene Lindahl) • BRG • GBG Municipality (ARBVUX)
Collaborative actions	<ul style="list-style-type: none"> • Providing information • Providing financial support
Connections with	<ul style="list-style-type: none"> • Public and private employers (e.g. Stena Fastigheter, Ekan management) • Venture Cup • Clarion Hotels

Connecting actions	<ul style="list-style-type: none"> • Providing a venue for OD (Clarion Hotels) • Undertaking speed dating interviews(employers)
Connecting tools/objects	OD's website
Internet	www.opportunityday.se

Social Trade

Social Trade is a not-for-profit sales- and marketing cooperative, which is owned by the larger social enterprises in Gothenburg: Vägen ut!, Basta, CasaBerget and Coompanion. These companies have an annual turnover of around 80 million SEK and employ around 150 persons. Another 400 persons participate in internships at these companies with the aim of finding employment. Our overall goal is to expand their business operations further so that they can employ more people. More specifically, Social Trade aims to provide 1000 persons who have until now been far from the labour market with meaningful work tasks and permanent employment by the year 2020. Social Trade offers around 50 services.

Social Trade	
Sector	Non-profit
Target group	Long-term unemployed
Activities	Offering around 50 services in five areas such as building maintenance
Initiator	<ul style="list-style-type: none"> • Vägen ut • Basta • Casa Berget
Collaborating organisations	
Collaborative actions	Granting financial support
Connections with	<ul style="list-style-type: none"> • Customers • City of Gothenburg
Connecting actions	Granting financial support (in the past)

Connecting tools/objects	
Internet	www.socialtrade.se

Venture Cup West (Venture Cup Väst)

Venture Cup aims at identifying the entrepreneurs of tomorrow. According to its proponents “its purpose is to connect people with ideas, with experts and with the crowd to ignite the creation of new businesses and empower the growth of Sweden”. Venture Cup is a non-profit organisation and open for everyone who wants to test their business ideas as part of a competition. According to its website, Venture Cup each year donates 1,3 million SEK to creative ideas with long-term sustainable growth and verified demand from customers. Venture Cup was founded in 1998 at the initiative of McKinsey & Company in collaboration with Chalmers University, Gothenburg University, and Innovationsbron (Innovation Bridge). Venture Cup is supported by all the large universities in Sweden and is run in partnership with the private and public sectors.

Venture Cup West	
Sector	Non-profit
Target group	everybody
Activities	Competition for proposing and testing ideas
Initiator	McKinsey
Collaborating organisations	<ul style="list-style-type: none"> • Chalmers University of Technology • University of Gothenburg • Innovationsbron
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Public and private sector organisations • Opportunity Day
Connecting actions	
Connecting tools/objects	
Internet	www.venturecup.se

Welcome to work

Welcome to Work (W2W) is an initiative that aims to help immigrants find internships and support them to enter the Swedish workforce. W2W is not an organisation, but a network of companies that offer internship positions specifically for immigrants. The type of internships may vary but what they all have in common is that they support a person on their way to land their first job in Sweden. The focus on internships is explained by the large bureaucracy that makes it difficult to hire asylum seekers for more stable employment positions in Sweden. W2W aims to support asylum seekers and other immigrants with gathering résumés for our network of partners to screen through and select candidates from. From there on it's pretty straight forward.

Welcome to Work	
Sector	Non-profit
Target group	<ul style="list-style-type: none">• Immigrants• Asylum seekers
Activities	3-6 months internships
Initiator	Welcome to Work
Collaborating organisations	
Collaborative actions	
Connections with	<ul style="list-style-type: none">• Employers• Immigrants,• Asylum seekers
Connecting actions	
Connecting tools/objects	Internet website
Internet	www.welcometowork.org

Private sector initiatives

NCC Nystart – NCC

The project began in 2015 when NCC saw an opportunity to offer internships and subsequently recruit recently-arrived engineers as a means of supporting integration and satisfy its own competence needs. Together with “Skilled” (Kunskapsskolan) and the PES, NCC developed a training program which aims at providing recent immigrants with the competence and skills which NCC deems they need to supplement the foreign education they have brought along from their home countries. On 1 September, 2016, NCC Nystart was launched – a labour market program, specifically designed for foreign-born adults who are trained as engineers. The aim of the program is to support foreign-born persons into employment at NCC and thereby address the skill shortages the company has been experiencing due to rapid growth and generation change.

As many other companies, NCC perceives recruitment as one of its major challenges in the future. And, as the company has not managed to attract enough new engineers from the group “recent immigrants”, it views NCC Nystart as a meaningful tool – not only to increase integration, but also to broaden its recruitment base.

NCC Nystart	
Sector	Private
Target group	Highly-educated recent immigrants
Activities	<ul style="list-style-type: none"> • Hybrid training/internship program • Language and cultural training
Initiator	NCC
Collaborating organisations	<ul style="list-style-type: none"> • Kunskapsskolan • PES
Collaborative actions	Develop and run labour market training program
Connections with	PES
Connecting actions	Financial support

Connecting tools/objects	
Internet	www.ncc.se

Taste the World! – (Smaka på Världen) – Santa Maria

The spice project Taste the World! (Smaka på Världen!) is a collaboration project between Santa Maria and Mitt Liv's that aims at marketing traditional spices in a new and innovative way, but also about the love for food and for meeting people across borders. Eight mentees from Mitt Liv's mentor program had the chance to participate in this project. They were given the opportunity to share personal stories about a recipe from their home country, which they had to prepare in Santa Maria's kitchen. Every recipe was characterised by a particular spice. The mentees were filmed as they prepared the meals. The result was eight fantastic short movies. The project included a seminar where questions of how the demand for varying foods among different ethnic groups can be met and addressed questions such as: what kind of international and national preferences when it comes to different tastes exist? How can companies find the adequate competence for these tastes within the food industry? Vilka internationella och nationella smakpreferenser finns? Hur kan ert företag hitta passande kompetens för dessa smaker inom livsmedelsindustrin? Seminariet riktar sig till alla som arbetar inom livsmedelsindustrin, restaurangbranschen eller offentlig sektor, som vill inspireras av internationella smaker.

Taste the World! – (Smaka på Världen)	
Sector	Private
Target group	<ul style="list-style-type: none"> • Recent immigrants • Employers in the food industry • Employers in the restaurant industry • Employers in the public sector
Activities	<ul style="list-style-type: none"> • Seminars • Presentations • Cooking session • Filming sessions • Information sharing

Initiator	Santa Maria
Collaborating organisations	<ul style="list-style-type: none"> • Santa Maria • Mitt Liv • One Stop Future Shop
Collaborative actions	Arranging seminar
Connections with	<ul style="list-style-type: none"> • RISE • VGR • EU
Connecting actions	Financing
Connecting tools/objects	<ul style="list-style-type: none"> • Kitchen • Santa Maria's products • Film equipment
Internet	www.santamaria.se

International Leadership Program – Skanska

Since 2013 Skanska has been working with its International Leadership program (ILP). Participants in the program are recruited through speed matching interviews. Skanska has continuously identified the need for production managers and leaders and the ILP has been identified as one way of meeting the higher demands for senior competence. It is also seen as an important part of the company's diversity management efforts. The IPL is run in collaboration with the PES. The program consists of a theoretical training and an internship in one of the company's projects. It is organised in the following way:

The IPL starts with an introductory training intended to familiarise the participants with Skanska. This is followed by a ten-week long theoretical training part covering topics such as work environment, constructional engineering, plant technology or production planning and arranged by Yrkesakademin, a subcontractor to the PES. After the ten-week theoretical training, the person participates in a 17-week long internship in one of Skanska's ongoing projects. This is finally followed by a leadership training session at Skanska. All participants in the program are supposed to have a close contact with their future potential managers as well as with a supervisor they can turn to at any time.

The expressed hope is that the program will lead to permanent employment as Skanska.

International leadership program	
Sector	Private
Target group	Highly-educated immigrants with a degree in engineering or within Mechanical, Electrical & Plumbing (MEP) and some professional experience
Activities	<ul style="list-style-type: none"> • internship • in-depth interviews and validation • theoretical and practical training • leadership training
Initiator	Skanska
Collaborating organisations	<ul style="list-style-type: none"> • Skanska • PES
Collaborative actions	<ul style="list-style-type: none"> • Arranging meetings • Financing • Selecting participants (PES)
Connections with	Yrkesakademin
Connecting actions	Arranging theoretical training sessions
Connecting tools/objects	
Internet	https://www.skanska.se/om-skanska/jobba-hos-oss/skanskas-internationella-ledarprogram-ilp/

Integra – Sonician

According to their website, Sonician - in collaboration with the City of Gothenburg - has developed the matching tool “Integra” to facilitate the integration of recent immigrants into Swedish society. The tool is intended to match established persons – Refugee Guides (Flyktingguider) – and recent immigrants, based on their interests, age, professional categories or other variables, and it is supposed to do this more efficiently than already existing systems. Sonician pointed to the importance of having involved caseworkers –

the potential future users of the system – in the development of the tool, in particular with regards to its appearance and its workflow in practical use.

Integra	
Sector	Private
Target group	<ul style="list-style-type: none"> • Recent immigrants • Established persons
Activities	Developing digital matching tool
Initiator	Sonician
Collaborating organisations	<ul style="list-style-type: none"> • City of Gothenburg (Integrationscentrum) • Sonician
Collaborative actions	Developing digital matching tool
Connections with	Flyktingguide/Språkvän
Connecting actions	<ul style="list-style-type: none"> • Registering and creating accounts • Filling in profiles
Connecting tools/objects	<ul style="list-style-type: none"> • Computers and other hardware • Integra data system (matching tool) • Software
Internet	www.sonician.se

Finally a job! (Äntligen jobb!) – Swedbank

Äntligen Jobb was born out of discussions at Swedbank on the company’s social responsibility and transformed into a collaborative initiative involving Swedbank and the PES aimed at facilitating simpler access for foreign-born academics to relevant employment positions at the bank. Swedbank identified large retirements as a future threat to its business and therefore sees the long term need to establish a broader recruitment base. And, the company believes, the best way to do so is to increase the employment rate of groups of people that today remain outside the labour market. Through Äntligen Jobb, Swedbank is given the opportunity to come in contact with new potential employees from various parts of the world. And, given the potential of new customers among the recently arrived immigrants, the new employees are even seen as a tool to tap into this new market.

Foreign-born, highly skilled persons – educated abroad and without employment matching his or her qualifications – qualify to take part in Äntligen Jobb. In practice, Swedbank compiles a list of requirements for a vacancy which is then submitted to the HR division. HR in turn contacts the PES where the requirements are matched with the competencies of unemployed persons registered in their system. The PES then sends persons to a recruitment day at Swedbank, where the immigrant jobseekers and managers meet in a number of speed interviewing sessions.

The individuals selected based on the interviews enter Äntligen Jobb and start their six-month internship program at one of the company's offices around Gothenburg. After the six-month period the interns are either let go, enter Swedbank's personnel pool (Personalpoolen), an internal and flexible staffing organisation from which and Swedbank unit can temporarily recruit manpower, or become fully employed at Swedbank or corporate clients the bank deals with. Interns who end up in the bank's personnel pool can apply for jobs at Swedbank as internal job applicants – a great advantage, according to Swedbank's HR specialists, as the company seldom recruits externally.

Äntligen Jobb, like many LMI support initiatives in other organisations, are based on the experiences of work with previous initiatives. At Swedbank, the Young Jobs ("Unga job") initiative aimed at integrating young people, 18-24 years had been run for many years and had resulted in 10 000 internships organised through Swedbank within their customers' organisations and 1 000 at the bank itself.

Äntligen jobb!	
Sector	Private
Target group	Highly-educated immigrants
Activities	<ul style="list-style-type: none">• speed interviewing/ matching• six-months internship program
Initiator	Swedbank
Collaborating organisations	<ul style="list-style-type: none">• PES• Swedbank
Collaborative actions	<ul style="list-style-type: none">• Selecting candidates for speed matching (PES)• Arranging annual speed matching meeting

	<ul style="list-style-type: none"> • Financing internships
Connections with	
Connecting actions	
Connecting tools/objects	
Internet	www.swedbank.se

Our Tynnared (Vårt Tynnared) – Stena Fastigheter

Stena Fastigheter is one of the large private real estate companies in Gothenburg and has for many years worked with what the company refer to as “Relationship Management” (Relationsförvaltningen). To increase the sense of security among their tenants in Tynnared a suburb in Western Gothenburg, and one of the more marginalised areas of the city, the local tenants’ association together with Stena Fastigheter and the City District administration of Western Gothenburg have started a common initiative to increase the involvement of the local citizens. A recently-constructed meeting point to bring tenants together, night walks and gardening events are some of the ideas brought in by citizens that have become reality.

Our Tynnared (Vårt Tynnared)	
Sector	Private
Target group	
Activities	<ul style="list-style-type: none"> • Night walks • Meeting point • Gardening/urban landscaping events • Renovations
Initiator	Stena Fastigheter
Collaborating organisations	<ul style="list-style-type: none"> • Stena Fastigheter • City of Gothenburg (City District Västra Göteborg) • Hyresgästföreningen Pärlan (Tenants association)
Collaborative actions	<ul style="list-style-type: none"> • Engage in dialogue • Arrange activities, gardening, family activities, night walks, etc.
Connections with	Subcontractors

Connecting actions	Renovating
Connecting tools/objects	
Internet	http://www.stenafastigheter.se/om-stenafastigheter/nyhetsarkiv/Sidor/nyhet.aspx?NewsId=491

The New Jobs (De nya jobben)

In 2015, Swerea IVF AB was granted 500 000 SEK by one of the large Swedish public research foundations, VINNOVA, to establish a collaboration model involving industry, public sector organisations and recently established, highly-skilled foreign-born academics in order to increase the speed of innovation and integration.

From 2017, The New Jobs has been financed by Tillväxtverket and VGR and the project runs until the end of 2018. The focus is still on further developing a model for “innovation-based integration” (innovationsbaserad integration). Companies and recent immigrants meet to develop products, processes or business models together. At the same time the recent immigrant gets valuable contacts in the Swedish labour market. The project homepage quotes one recent immigrant who is very positive towards the project, when he says: “Here are people who are interested that I should find use for my skills again”.

The project initiators argue that their project is not like all the other “matching services”, which focus more on already existing jobs. As part of Innovation-based integration, something completely new is created – new jobs, together with new products, processes and business. In order to participate, companies are required to work with some form of technical development or supply some form of technical knowledge. The requirements when it comes to the recent immigrants is that they have a technical background or training.

Two workshops have been organised so far – one entrepreneurship track and one company track. The entrepreneurship track aims to support recent immigrants who wish to develop their own business ideas and make them a reality. The company track aims to match participants with qualified jobs at the same time as the companies gain new skills in their innovation and development

work. In order to minimize the language barriers easy Swedish is used in the project, with the support of English, Persian and Arabic. The project is funded by Tillväxtverket and VGR

(<http://www.mynewsdesk.com/se/swerea/pressreleases/integration-via-innovation-2246658> , accessed 171210).

The New Jobs (De nya jobben)	
Sector	Private
Target group	<ul style="list-style-type: none"> • Highly-educated recent immigrants • Companies
Activities	<ul style="list-style-type: none"> • Method/model development • Workshops
Initiator	<ul style="list-style-type: none"> • Swerea IVF AB
Collaborating organisations	<ul style="list-style-type: none"> • Swerea IVF AB • Vinnova (during first stage 2015-2016) • Tillväxtverket (The Swedish Agency for Economic and Regional Growth) • VGR • Employers
Collaborative actions	<ul style="list-style-type: none"> • Financing • Developing methods
Connections with	
Connecting actions	
Connecting tools/objects	
Internet	https://tillvaxtverket.se/aktuella-amnen/kompetensforsorjning/enklare-vagar-till-jobb-och-kompetens/beviljade-projekt.html

The Scientists of Religion (Religionsvetarna)

The Scientists of Religion is an educational services provider consisting of lecturers who possess area-specific competence and experience from studies in Syria, India, Iran, North Korea and China. The Scientists of Religion aim to provide a better understanding about questions regarding migration, integration and cultural meetings as well as guidance as to how this knowledge can be applied in practice. The organisation has delivered training programs not

requiring any prior specific knowledge for, among others, municipalities, state authorities and Coordination Associations.

The Scientists of Religion (Religionsvetarna)	
Sector	Private
Target group	everyone
Activities	<ul style="list-style-type: none"> • Workshops • Training programs
Initiator	Religionsvetarna
Collaborating organisations	
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Municipalities • Public organisations • Coordination associations • Opportunity Day
Connecting actions	<ul style="list-style-type: none"> • organising training programs • lecturing • presenting (e.g. at Opportunity Day)
Connecting tools/objects	<ul style="list-style-type: none"> • presentation material
Internet	www.religionsvetarna.se

Innovation-based Integration – (Innovationsbaserad integration) – Swerea

Within the framework of the “The New jobs” project (De nya jobben) Swerea has launched the Innovation-based Integration (Innovationsbaserad integration) initiative. Representatives from companies and recent immigrants are brought together to develop new products, processes or business models together. Through these activities, recent immigrants not only gain experience from Swedish workplaces, but also receive valuable new contacts in the Swedish labour market. The initiative is described as “something completely new” as it combines new employment opportunities with the development of new products, processes and even businesses. The requirements for companies to participate are that they work with some type of technical development or that

they deliver technical expertise to others. The demands on recent immigrants are that they possess a technical background or formal technical education.

Until the end of 2017 two workshops have been arranged – one entrepreneurship workshop and one company workshop. The entrepreneurship part was aimed at supporting recent immigrants who wish to identify and develop their business ideas by providing them with the models and tools to do so. The company workshop aimed at supporting participants into qualified employment and supplying companies with new competence and skills for their innovation and development work. According to its proponents, language barriers do not affect the project negatively, as easy Swedish as well as English, Persian and Arabic is used.

Innovation-based integration (Innovationsbaserad integration)	
Sector	Private
Target group	Highly-educated recent immigrants
Activities	<ul style="list-style-type: none"> • Workshops • Matching • Entrepreneurship training
Initiator	Swerea IVF AB
Collaborating organisations	<ul style="list-style-type: none"> • Swwerea IVF AB • Tillväxtverket • VGR
Collaborative actions	
Connections with	De nya jobben (The new jobs)
Connecting actions	Selecting participants
Connecting tools/objects	
Internet	https://www.swerea.se/nyheter/integration-via-innovation

The Volvo Ladder (Volvosteget) – Volvo Group

The Volvo Ladder is an initiative for young persons who are unemployed and interested in working at the Volvo Group. In order to qualify, applicants have to be between 18 and 24 years old, have to have a complete high school education

with at least a pass grade in Swedish, English and Mathematics, and they need to be registered as jobseekers with the PES. Volvo Ladder is a one-year training program with a theoretical and a practical part. During the theoretical training, the participants learn about production processes and technology and during the practical training they get to apply their skills in the workplace with the help of a supervisor.

The Volvo Ladder (Volvosteget)	
Sector	Private
Target group	Young unemployed adults 18-24 years old
Activities	<ul style="list-style-type: none"> • Workplace-based internship • Theoretical training
Initiator	AB Volvo
Collaborating organisations	<ul style="list-style-type: none"> • Göteborgs Tekniska College • IF Metall • PES
Collaborative actions	<ul style="list-style-type: none"> • Selecting participants • Granting financial support • Providing training
Connections with	
Connecting actions	
Connecting tools/objects	
Internet	http://www.volvosteget.se/om-volvosteget/vad-ar-volvosteget/

Workbuster

Supplementary actors to the PES – organisations that are contracted by the PES to supply specific services – face high demands with regards to documentation and assessment of the activities of persons who participate in their programs. Over the years this has led to the development of various IT solutions for documenting and evaluating activities performed by contracted educational or other services providers. One of these systems is called “Workbuster” and is described as a leading supplier of IT support systems for supplementary actors to the PES. 4000 caseworkers are said to use the system every day, and one of its

strengths is seen to be its ability to generate reliable information for decision making in the form of statistics and economic figures.

Workbuster	
Sector	Private
Target group	Organisations contracted by the PES
Activities	<ul style="list-style-type: none"> • Development of IT-support system • Marketing and distribution of IT support system
Initiator	Workbuster
Collaborating organisations	
Collaborative actions	
Connections with	Stöd & Matchning (Support & Matching)
Connecting actions	
Connecting tools/objects	<ul style="list-style-type: none"> • IT software • IT hardware
Internet	www.workbuster.se

Kan Connect Gothenburg

In Gothenburg, the architect bureau, Kjellgren Kaminsky, Krook & Tjäder, and Architects Sweden – a branch organisation for architects – host an annual event, “KAN Connect”, to which they invite architects and architect bureaus to give them the opportunity to meet recent immigrant architects and engineers who are seeking employment. The goal is to enable these persons to enter an internship or employment as well as to facilitate other forms of exchanges between foreign-born persons and Swedish architects to enrich the Swedish architecture and construction sectors, and society at large. The event is also attended by representatives from PES, Architects Sweden and the Swedish Association of Graduate Engineers (Sveriges Ingenjörer) who inform about the support that is available for employers willing to open their doors to recent immigrants.

Kan Connect	
Sector	Private

Target group	Unemployed recent immigrant architects and engineers
Activities	<ul style="list-style-type: none"> • Meeting point • Matching
Initiator	Kjellgren Kaminsky, Krook & Tjäder
Collaborating organisations	<ul style="list-style-type: none"> • Architects Sweden • PES • The Swedish Association of Graduate Engineers (Sveriges Ingejörer)
Collaborative actions	
Connections with	
Connecting actions	
Connecting tools/objects	<ul style="list-style-type: none"> • Architects Sweden homepage • IT software • hardware
Internet	https://www.arkitekt.se/kurser/kan-connect-goteborg/

Language Introduction (Språkintröduktion) – Peabskolan

Peabskolan is a private educational services provider that offers upper secondary high school education within the national construction program with the specialisations housing construction, earthwork and facility. Peabskolan also offers introduction programs for students who are not duly qualified to participate in the national programs. This includes among other groups young recent immigrants, who have since 2016 participated in the language introduction program. The intention with the program is to ensure that participants become duly qualified for entering the Swedish upper secondary schooling system or adult education.

Language introduction (Språkintröduktion)	
Sector	Private
Target group	Young recent immigrants
Activities	Language courses
Initiator	Peabskolan

Collaborating organisations	
Collaborative actions	
Connections with	<ul style="list-style-type: none"> • Peab • Skolverket (Swedish National Agency for Education)
Connecting actions	Following the rules and curricula set up by the Swedish National Agency for Education
Connecting tools/objects	Curricula
Internet	http://www.peab.se/hallbarhet/nyfiken-pa-framtiden/ansvarsfullt-foretagande-och-innovation/

Future research

In the study reported here, we have explored labour market integration initiatives in the Gothenburg Metropolitan area (Storgöteborg) from an organising perspective. We have done so by identifying active initiatives – active in the sense that these initiatives have a presence on the Internet, have been mentioned by our interview partners or have been the focus of presentations at workshops and seminars – in the public, the private and the non-profit/voluntary/community sector.

The list of initiatives we present in this report is by no means exhaustive. The choice we have made of which initiatives to include and which ones not to include should not be seen as the result of the importance we attach to the initiatives. In other words, the initiatives presented in this report did not end up here because we judge them more important than other initiatives not included. They ended up in this report, because they serve the purpose of representing the complexity and heterogeneity of the LMI support canvas, thus providing a first step towards identifying connections between activities and initiatives, or the absence of such connections. Our intention in this report has not been however to go into greater detail on how LMI support practices play out in the context of these initiatives. This commendable and crucial task has recently been initiated



by the researchers of the *Organising integration* research program at the University of Gothenburg. Using qualitative, ethnographic methods, they are currently investigating a number of sites of labour market integration and the material collected from these field studies will be used to create a better understanding of the everyday organising practices surrounding LMI support to foreign-born persons in much greater detail.



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