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RAISE Project Interim Report

**Refugee Advice, Information and Support into
Employment**

**April 2017 – December 2019
(Extension applied for)**

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RAISE

Refugee Advice, Information and Support into Employment

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Project overview:

BBO RAISE partners engage refugees and asylum seekers, with permission to work, in activities to improve their work readiness; specifically, through provision of:

- English as a second language (ESOL) for beginners
- English tutorials to support IELTS for people with overseas professional qualifications
- CV writing, job applications and interview techniques
- Access to live employer vacancies

These underpinning interventions are combined with further support and information. The project's final outcomes are anticipated as:

- 1 Refugees will develop a better understanding of the workplace – how businesses work, how employers think & greater confidence in looking for & finding sustainable employment.
- 2 Refugees with qualifications from abroad will gain a greater understanding of professional bodies, & possibilities for further training & employment options, related to their professions.
- 3 Refugees have improved their confidence & self-esteem to play a more active role in society, improving their health & well-being, as well as community cohesion.
- 4 Employers will gain a better understanding of refugees' potential - leading to a more positive image of diversity in the labour market & reducing inequalities in the work place.

The RAISE project partnership is led by London Training and Employment Network (LTEN), with Breaking Barriers, Refugee Action Kingston and STORM Family Centre as delivery partners. RAISE aims to support at least 182 unemployed and economically inactive refugees and asylum seekers with permission to work, who reside in the south London boroughs of Bexley, Bromley, Croydon, Kingston upon Thames, Merton, Richmond and Sutton. Through a participatory and collaborative approach to project design and development, RAISE will help participants (called 'clients' by partners and through this report) to overcome many of the barriers they face in accessing the labour market. RAISE is currently a three-year project ending December 2019 with an average total budget of £150,000 per year.

At least 182 unemployed and economically inactive (EI) refugees and asylum seekers, with permission to work, who reside in the specified south London boroughs will benefit from all the services and activities the RAISE project has to offer. The RAISE package of activities, experienced partners and specialist associate organisations has been developed to meet a range of well-researched needs and challenges that prevent refugees and asylum seekers with work permits from accessing UK employment. RAISE is working in the London Local Enterprise Partnership (LEP) and significantly contributes to one of its objectives to ensure that 'all Londoners are well placed to successfully compete for jobs and when in them, thrive'.

In the project application, LTEN claimed that, 'Across London there are services directed towards refugees offered by dedicated refugee charities and community organisations, many of whom have long experience in catering to specific needs. However, several of them are only open for a few hours per week and/or offer useful but different services from the RAISE project. Existing provision in London does not meet demand because job search training is resource intensive and is only most effective when combined with a holistic approach involving help with e.g., housing or health issues. In 2019, this is still the case, meaning that RAISE continues to plug gaps in provision for a large number of refugees in seven London boroughs.

All the partners have extensive experience of assisting disadvantaged groups into the London labour market; this includes work with refugees and asylum seekers, women, those with health and mental health issues (including post-traumatic stress disorder), those lacking the knowledge or skills to seek or obtain work and those lacking confidence and/or self-esteem. All partners know the local context and have developed connections, partnerships and networks that complement the project and maximise the facilities and resources offered to participants.

London Training and Employment Network (LTEN), the project manager, was established in 1998 as a second-tier membership organisation of employability skills training and job brokerage providers, 95% of whom are from the voluntary sector or are not for profit organisations. Since 1999, LTEN has raised over £21 million; developed and managed 50 partnership projects with an average of five delivery organisations; successfully supported a wide range of clients each year; and developed and disseminated good practice guides on integrating refugees; developing coherent employment/self-employment programmes and improving policy and practice in supporting survivors of domestic violence.

<http://www.lten.org.uk/>

Breaking Barriers (BB) is a charitable incorporated organisation set up specifically to work with refugees to break down many of the barriers they face in finding employment. It offers a holistic service designed to make sure that refugees can find meaningful employment that is commensurate with their skills, experience and qualifications.

<https://breaking-barriers.co.uk/>

Refugee Action Kingston (RAK) is a local charity set up in 1991 by a group of refugees and voluntary sector workers to provide much needed specialist help and support to refugees and asylum seekers in Kingston and surrounding boroughs. RAK developed expertise in meeting the needs of refugees and asylum seekers and enabling them to lead full and independent lives as active members of the community.

<https://www.refugeeactionkingston.org.uk/>

STORM Family Centre is a charity set up in 2004 to empower women who are trapped by poverty, domestic violence and sustained unemployment. Its activities, such as hands on employability skills training, help women gain practical skills and the confidence to fulfil their potential in a supportive and stimulating environment.

<http://stormempowerment.com/>

RAISE Partners have developed the project through the four main objectives above that were created in order to deliver the maximum impact for participants according to their greatest needs. It is noteworthy that all the learning implicit in the four anticipated outcomes will stay with the participants for life, are transferable to other contexts and can be built upon after leaving the project. All the partners have generic knowledge which they adapt and customise for individual participants and in response to new situations e.g. the influx of Syrian refugees or changes in legal requirements. This means they constantly review their practice and methods to stay current and meaningful; adaptations and ideas are shared in the regular partner meetings.

Building on LTEN's expertise in developing holistic programmes for the unemployed, the partners have each taken the basic structure of RAISE and designed interventions to suit their local context and clientele. For example, Storm specialises in women's programmes and provides in-house childcare, RAK delivers a range of workshops and has grown an extensive network of contacts in the Kingston area and BB has developed relationships with many corporates that offer voluntary work and placements. This means the project delivers a wide range of interventions to suit a variety of needs. The partners develop a deep knowledge of their clients which was expressed during the evaluation interviews as, 'RAISE participants have motivation and endurance but they don't know the UK labour market so can be exploited if we don't give them all the tools they need'; 'they are also not always used to marketing themselves and must learn those skills'; 'we and they work intensively – at the least, it takes about 1 day a week for 3 months to move towards employment'; ... 'but most of all they want to be empowered to take control of their own actions'.

The information under each of the four project outcomes below has been provided by the partners. The challenges in delivering each outcome are identified and then followed by the interventions developed to overcome those challenges. The impact of these interventions is highlighted in a later section.

Project Outputs

This table shows some underperformance which is explained on the next page.

Predicted Outputs	Target output as at March 2019	Actual numbers achieved
Recruit at least 182 refugees & engage them in activities to improve their work readiness. Of the 182, 91 will be men & 91 will be women	Recruit at least 182 refugees & engage them in activities to improve their work readiness. Of the 182, 91 will be men & 91 will be women	160 refugees men 82 women 78
64 participants will be unemployed upon joining the project	64 participants will be unemployed upon joining the project	116 unemployed
118 participants will be economically inactive upon joining the project	118 participants will be economically inactive upon joining the project	44 economically inactive
9 participants will be aged 50 or older	9 participants will be aged 50 or older	17
46 participants will be people with disabilities or health conditions	46 participants will be people with disabilities or health conditions	30
173 participants will be from ethnic minorities	173 participants will be from ethnic minorities	155
At least 17% (31 people) will move into education or training on leaving the project	At least 28 people will move into education or training on leaving the project	19
At least 25% (46 people) will move into paid employment or self-employment on leaving the project of which 65% (30 people) would have been economically inactive when joining the project & 35% (17 people) unemployed when joining the project.	At least 45 people will move into paid employment or self-employment on leaving the project of which 65% (29 people) would have been economically inactive when joining the project & 35% (16 people) unemployed when joining the project.	33 27 unemployed 6 economically inactive
At least 27% (32 participants) who were economically inactive on joining the project will move into job search on leaving the project	At least 27% (35 participants) who were economically inactive on joining the project will move into job search on leaving the project	LTEN are not currently reporting on this target; they are seeking clarification on the most effective way to evidence
At least 57% (26 participants) of those who enter work will sustain the employment for at least 26 weeks out of 32 weeks after entering employment	At least 57% (26 participants) of those who enter work will sustain the employment for at least 26 weeks out of 32 weeks after entering employment	8

LTEN explains the main reasons for the dip in performance as being the slow start to the project and the underperformance of Refugee Action Kingston before withdrawing from the partnership in January 2019. The shortfall in targets have now been distributed amongst the 2 remaining partners with support from LTEN.

In addition, it is taking longer than anticipated to get participants into work and some are refusing to give personal evidence even when in work which means they cannot be claimed as an output. As at the last claim, LTEN were still waiting for 7 participants with outcomes (6 jobs and 1 FE) to complete the exit forms. As a strategy to overcome this, LTEN have started offering incentives to improve collection of evidence of outcomes. To increase numbers of participants, they are also carrying out outreach to engage those who are economically inactive. LTEN has used these measures in the past and are confident that performance will improve.

RAISE Outcomes and Interventions:

1 *Refugees will develop a better understanding of the workplace – how businesses work, how employers think & greater confidence in looking for & finding sustainable employment*

Challenges partners found in designing interventions to achieve this outcome:

- Finding employers prepared to offer work placements and setting them up can be very resource intensive. Many employers are unwilling. However, this seems to vary from area to area and one partner has built up contacts with 25 corporate partners who offer paid work placements.
- Convincing refugees that unpaid work e.g. placement or voluntary posts are an effective route to finding employment and enhancing job search skills
- Many refugees are over-qualified for the work immediately available
- Most refugees are eager to work immediately and not to go on to Benefits

The interventions developed to overcome challenges and achieve objectives to date are:

All partners provide relevant workplace training and information; arrange interviews and work placements (paid and voluntary). These 2 main interventions involve a range of initiatives:

Workplace training and information:

- Support to identify skills and articulate skills
- Building confidence by gaining skills and meeting employers e.g. Waitrose, CAB
- English conversation in various contexts
- Bespoke workshops giving insights e.g. into skills required in different workplaces such as offices.
- Workshops delivered in partnership with local employers - from interviews to customer services
- Corporate involvement e.g. Ikea recruitment days and courses tailored for RAISE clients
- Identifying and working towards the next step up if the first job/placement is not the end goal

Work placements:

- Locating specific workplaces e.g. pharmacy, agriculture, customer service
- Recruiting 'employer engagers' to find placements
- Promoting voluntary work and matching skillset with voluntary opportunities. Vol orgs happy to take refugees and offer work opportunities. Increases awareness of opportunities available and can lead to paid jobs. Confidence develops.
- Pre-placement support – exploring ways of dealing with issues on placement.
- In-placement support such as mentoring
- Working with corporate partners who offer 6 month paid part-time work placements at London living wage.

2 *Refugees with qualifications from abroad will gain a greater understanding of professional bodies, & possibilities for further training & employment options, related to their professions.*

Challenges partners found in designing interventions to achieve this outcome:

- Refugees with qualifications may need to change career or adapt their career path in order to find work e.g. medical qualifications from many countries are not immediately accepted in the UK but must be rigorously examined for gaps in knowledge and/or experience (NARIC); or, the UK context is so different that qualifications and experience are of little use e.g. legal, some finance or police.
- UK NARIC is the government-designated United Kingdom national agency for the recognition and comparison of international qualifications and skills. Unfortunately, NARIC's services cost between £90 to several hundred pounds which means the RAISE partners must find additional money for individuals or apply for grants.
- Partners have found that recognition of prior or experiential learning by universities is now much more limited than previously which means refugees may need to re-study topics they have already done in their own country. This often combines with the cost of university courses to prohibit refugees from taking the university route to jobs.

The interventions developed to overcome challenges and achieve objectives to date are:

- Initial thorough assessment of each individual's experience and aspirations at pre-NARIC level
- Laying out the options, effort involved, length of time likely to be taken and probable cost.
- Discussing alternative but related career options e.g. a job in immigration for those with legal expertise and skill set combined with language and refugee experience.
- Creating solid working relationships and collaboration with other refugee high level organisations e.g. REFUAID for scholarships and grants; one partner has a contact with high level engineering who can set up assessments, placements and interest free loans for re-qualifying.
- Advising employers of specific qualifications and skill sets and seeking and matching work placements with individuals' qualifications and level of experience
- Referring and signposting to other complementary projects

3 *Refugees have improved their confidence & self-esteem to play a more active role in society, improving their health & well-being, as well as community cohesion.*

Challenges partners found in designing interventions to achieve this outcome:

- Assisting refugees to balance their desire to find work with the need to understand the British community context, learn new skills and to integrate
- Developing an in-house holistic programme combined with effective sign-posting to assist refugees to grow in every aspect of their lives - to support performance in interviews and in holding down jobs.

The interventions developed to overcome challenges and achieve objectives to date are:

- Programmes of social events and supplementary training including:
 - Away days to museums, galleries, exhibitions
 - Inviting local people such as school children 'coming to tea'; open door Fun Day.
 - Health topics such as diet, dental care, yoga, diabetes
 - Special events such as a Ramadan event, ID celebration day open to the community;
 - Signposting to other in-house projects or external initiatives e.g. creating 'NHS Champions' trained by local NHS staff to instruct others in using online services; mother and baby clubs; ESOL
 - Involving staff and volunteers who speak different languages

4 *Employers will gain a better understanding of refugees' potential - leading to a more positive image of diversity in the labour market & reducing inequalities in the work place.*

Challenges partners found in designing interventions to achieve this outcome:

- Familiarising local employers with the aims of the project and the credibility of the delivery partner
- Dispelling myths about the legalities involved in refugees working
- Finding new ways to engage and inform employers
- Promoting the economic benefits of diversity in the workplace
- Assisting clients to have the confidence to promote themselves to future employers
- Explaining to job-hungry clients that a period of unpaid or low paid work on placement or as a volunteer will greatly improve their chances of securing meaningful permanent employment.
- This aspect of the project work is very resource intensive – all partners consider they are below capacity to achieve as much as they want/need to.

The interventions developed to overcome challenges and achieve objectives to date are:

- Building on existing employer relationships and greatly increasing the number of contacts
- Publicising the wealth of refugee skills on offer and dispelling myths about legality through direct contact, leafleting, and digitally.
- Creating website pages specifically for employers and promoting these
- Holding events for employers where refugees present themselves and their bios
- Encouraging employers to offer placement or voluntary work opportunities
- Seeking further funding to support longer placements eg 6 months
- Customising job search skills to cover placement and volunteering

Brief examples of the impact of the RAISE interventions

This section examines the differences the project had made and to whom? and why? Partners were asked the questions in Bold - their answers are given below. The full interview questions are shown in Appendix 2.

What changes have you seen?

- Clients change from being frigid and unable to make decisions to being confident individuals applying by themselves for employment. After a while, they send us their applications just to proof-read. They have gained confidence in their skills and qualifications.
- At least 35% employers in Kingston are more aware of everything about RAISE and the clients
- Most refugees start very far from the labour market but their journeys show how far the RAISE project helps them to travel. For example, a woman referred by Red Cross was destitute with a young child and had been trafficked; she came to RAISE regularly over 6 months and her adviser worked hard to build rapport while advising and signposting. After 6 months she obtained free childcare and an 8-week floristry training course with English lessons and work placement in a café; she now has a permanent job in a café.
- RAISE helps clients overcome challenges which leads to positive change. For example, a refugee accountant with Post Traumatic Stress Disorder was assisted onto an accountancy course in an F.E. college and now has a house and is on Benefits while seeking work. He said, 'My depression is lower, I no longer have anxiety or panic attacks'.
- Another client was persuaded to attend a relevant course at a college some distance away and out of her own area of London – out of her comfort zone. This is a big step for many.
- Clients present differently after a time with the RAISE project, they are happier, lighter, make friends, care for their hair and dress – join a WhatsApp group and go for coffee.

How will you provide evidence of this impact?

All partners record the starting situation of clients and their subsequent journeys which provides evidence of the changes RAISE brings about. Partners also aim to create an open environment that will encourage clients to share their own experiences of the impact – through discussions or by giving more structured written or verbal feedback or sometimes artwork. The Matrix assessment and recording tool has been thoroughly revised in collaboration with the partners and will be used to assist client journeys and evaluation going forward.

What has worked well, for whom, in what circumstances, and why?

All partners testify to the life-changing experience provided by RAISE – ‘they leave with life-changing skills and information’. Many of these experiences and interventions are being developed and improved throughout the project.

- Partners continually update information about careers services, JCPs, universities, colleges, the educational system, NHS, support agencies and so on. This gives their clients confidence in the service and information to progress.
- Developing new courses or workshops to respond to need is always successful e.g. certificated courses that can be added to a CV such as First Aid or customer service.
- The RAISE ‘package’ helps refugees to move beyond their own communities and their own safety zones – they become eager to explore other possibilities.
- Partners watch clients become confident e.g. clients presented their bios at an event for employers and one refugee was employed directly.
- Understandably, many refugees don’t want to share personal information; partners are delighted when methods of trust building and streamlining the paperwork begin to show results.
- All partners feel that they have improved their records and admin processes for organising the project. Also, that in-house evaluation has improved considerably.
- Use of the Internet to organise daily life in addition to job search e.g. making NHS appointments or finding out what your GP does.

Has anything happened that wasn’t expected to happen? (Positive or negative)

Partners state that unexpected happenings can either result in exciting new developments or can frustratingly hold up the project. Some of the examples given are:

- Most refugees, despite the traumas they have recently endured, have left positive life experiences behind them. This means, for example, that some don’t want/need support once in work because they have had jobs before – their need is just to secure employment in the new country
- In South London, the women applying to RAISE far outnumber men – from Libya, Eritrea, Syria, West Africa, Sri Lanka. The RAISE partner is investigating the reasons for this.

All partners cited the very late start of the project and the level of admin as unexpected with negative impacts. Specific points raised were:

- Refugees don’t want to fill in too much paperwork. This can be due to the amount they need to fill in wherever they go but also fear of having too much information and their signature on record.
- While a partner was waiting for the project to get started, they had to find the salary for a staff member who should have been covered by RAISE.
- Many clients who were put on a waiting list, before the project actually got going, got fed up, moved on and were lost to the project.
- Client issues changed while they were waiting
- Paperwork and logo being changed by BBO created a huge backlog of paperwork to be changed which is a huge amount of work. It is very time-consuming and means less time can be spent with clients.

How do you involve your clients in giving feedback? Are you able to act on what they tell you?

Partners aim to create a relationship with clients that encourages them to give full and honest feedback about the RAISE experience. This can take some time to develop if refugees are used to a less open and receptive regime in their own country but partners report that they become very vocal before long. All partners in every interaction with clients use the opportunity to ask for critique and, where possible, act on it either in-house or by sign-posting. In addition to this rather informal ad hoc feedback, all partners use more structured methods to gather testimonies. Many clients continue to come visit the RAISE project even after completing the structured elements e.g. to borrow clothes for interviews or for a chat. Partners contact clients regularly for follow up and ongoing support. Detailed client feedback will be highlighted in the RAISE final report.

Specific approaches to gathering feedback include:

- Written feedback on specially constructed forms
- Continuously improving and collecting better data. One partner has taken on a university intern to analyse data so now it can be used systematically.
- Recording focussed information to inform programming and corporate relationships
- Recording everything
- Collecting information on the various project elements and on how clients are feeling.
- The RAISE Matrix that is used in the initial meetings with clients is also introduced every 3 visits by one partner to evaluate progression. They have developed their own version.

NB The Matrix is the subject of one of the recommendations at the end of the report.

What have you learned? During the remainder of the project, what might you do differently?

All partners consider their interventions are effective and the project was well-conceived and is achievable. Their thoughts on learning and what could be done differently during the remainder of the project are connected with increasing their ability to assist clients even more successfully. For example, individual partners will:

- Raise other funding to provide requested extra classes for RAISE clients such as training in Special Educational Needs and dyslexia which will facilitate entry to areas of education, social services and the NHS.
- Review the way they give information to clients and the content to make project requirements clearer e.g. sometimes clients don't advise the partner of change of address details.
- Review the way paperwork is tackled. It was a 'hard slog' in the first part of the project and partners are sure there must be more effective ways of working with the admin.
- Investigate how to continue to support people who need it. For example, if BBO clients miss 2 appointments they can't re-engage with the project. However, one previous RAISE client wants to be a nurse but it takes 3 years; she got knocked over, lost her home and is temporarily on the street homeless. She engages with the partner through a different project and the partner is trying to design a package for her - but RAISE would be the most appropriate if she was allowed to re-engage.

Do you think you are demonstrating value for money? In what ways?

All partners and their teams are working over and above their RAISE contract in order to deliver objectives and to support clients. They all consider they demonstrate value for money. A simple social value calculation will be undertaken for the final report. At the interim stage, it seems that the project originally conceived by LTEN was acknowledged as value for money and the partners are certainly delivering in terms of impact on individuals – and therefore on communities and the London economy. However, as seen in Appendix 1, records and claims are not yet showing the full value in terms of numbers. In response to the question, partners said:

- We are giving 100% and more; we are going well beyond what is in the application.
- We are successfully embedding RAISE and the clients into the partner organisation to give access to other support and achieve outcomes
- We are over-enrolling to achieve the outputs
- We go beyond the scope of the project by offering extra in-house courses.

Comments and recommendations:

- LTEN considers that the Big Lottery Fund management style, which is helpful and supportive, has definitely contributed to project progress. This is in despite of the delays and frustrations caused by a late project start and unexpected changes to monitoring forms and project managers.
- Similarly, all partners consider that LTEN has a good and helpful management style that has enabled them and clients to achieve.

- In response to the evaluator's interview questions, it was apparent that all members of the partnership are creative and committed. In the final stages of RAISE, it could be beneficial to find even more time to share good practice and their innovative responses to challenges.
- All partners are developing reflective practice and will be encouraged to build on this in the future
- After having monitored the pilot of the original Matrix, the evaluator is recommending a collaborative approach to agreeing proposals for a revised Matrix which will align the RAISE project even more closely with the BBO principles and the needs of RAISE clients.
- It is good to note that RAISE has been recommended for an extension. In the evaluator's view, this is well deserved and will prove excellent value for money.

Conclusion:

The partners and evaluator will continue to measure long term, lifelong impact on communities and clients by involving participants and stakeholders in the evaluation process. In the final stages of the project, more emphasis will be put on sharing learning and showing, through the changes effected, how the RAISE interventions make a significant and demonstrable difference to people and communities.

Appendices

- 1 Anticipated project outcomes and actual numbers recorded to 19.11.18**
- 2 Interview questions asked of partners for the Interim Report**

Appendix 1 Anticipated project outcomes and actual numbers recorded to 19.11.18

LTEN and partners are working hard to achieve the anticipated outcomes and outputs. As can be seen above and in quarterly claims, the outcomes are being achieved for the majority of clients. However, the anticipated numbers of clients linked to each indicator of change is falling short at the interim stage although all specified activities are proceeding as planned and developing robustly. This is possibly because the project was late starting and it then takes time to set up and refine all project components. This includes providing complementary services for refugees who e.g. may be homeless, in need of clothes or meals and must improve their English. Also, there seems to be slippage on partners recording sufficient information for claims and then claiming on time. Partners anticipate that numbers of clients recorded as achieving the indicators will gather momentum in the final stages of the project.

Project outcomes	Indicators of change	Timescale – anticipated date of achievement	Actual numbers achieved
1-Refugees develop a better understanding of the workplace – how businesses work, how employers think & greater confidence in looking for & finding sustainable employment.	1- Participants gain volunteering/work placement positions	22 in Year 1 27 in Year 2 5 in Year 3	3 21
	2- Participants report improved confidence & know how to identify transferrable skills they have & link them to skills requirements outlined by employers on job specifications	22 in Year 1 27 in Year 2 5 in Year 3	14 59
	3- Participants have improved skills & confidence to take up & sustain employment	17 in Year 1 26 in Year 2 13 in Year 3	7 58
2- Refugees with qualifications from abroad gain a greater understanding of professional bodies, & possibilities for further training & employment options, related to their professions.	1- Participants with qualifications from abroad obtain the equivalent level in the UK & progress onto further training or re-qualification programmes.	10 in Year 2 10 in Year 3	2 9
	2- Participants work with mentors in the sector where they are looking for work.	4 in Year 1 4 in Year 2 2 in Year 3	1 4
	3- Participants take up employment at levels & in roles commensurate with their prior skills, qualifications & experiences.	4 in Year 1 9 in Year 2 7 in Year 3	2 8
3-Refugees have improved confidence & self-esteem to play a more active role in society, improving their health & well-being, as well as community cohesion.	1- Participants evidence improved English language skills	36 in Year 1 43 in Year 2 21 in Year 3	13 57
	2- Participants report they are more able to socialise, form new relationships within the community & participate in community activities	17 in Year 1 26 in Year 2 13 in Year 3	7 70
	3- Participants have improved confidence to access health or welfare services.	25 in Year 1 43 in Year 2 32 in Year 3	7 70
4-Employers gain a better understanding of refugees' potential leading to a more positive image of diversity in the labour market & reduce inequalities in the work place.	1- 10 new employers are made aware of the relevant documents to confirm work permit in the UK	3 in Year 1 5 in Year 2 2 in Year 3	1 15
	2- 10 new employers evidence an improved attitude to refugees through offering paid or voluntary work to refugees.	3 in Year 1 5 in Year 2 2 in Year 3	1 10
	3- Refugees in work report feeling better supported in the workplace.	4 in Year 1 14 in Year 2 14 in Year 3	0 10

Below are the four RAISE main objectives - how are you contributing and what have you found about each?

- Refugees will develop a better understanding of the workplace - how businesses work, how employers think & greater confidence in looking for & finding sustainable employment.
- Refugees with qualifications from abroad will gain a greater understanding of professional bodies, & possibilities for further training & employment options, related to their professions.
- Refugees have improved their confidence & self-esteem to play a more active role in society, improving their health & well-being, as well as community cohesion.
- Employers will gain a better understanding of refugees' potential - leading to a more positive image of diversity in the labour market & reducing inequalities in the work place.

How your project is developing and having impact? I will ask you to give one or two actual examples for each:

- What difference has your project made? to who? and why?
 - What changes have you seen?
 - How will you provide evidence of this impact?
- What has worked well, for whom, in what circumstances, and why?
- Has anything happened that wasn't expected to happen? (Positive or negative)
- During the remainder of the project, what might you do differently?
- Are you on track to meet your desired outcomes?
- Do you think you are demonstrating value for money? In what ways?
- How do you involve your clients in giving feedback? Are you able to act on what they tell you?

Reflective practice: How are you developing reflective practice in your work, your organisation, your clients?