

A Work Project presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

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

Associação Pão a Pão & Mezze: Analysis of Current Status and Future Perspectives

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Abstract

The integration of refugees in a host country is highly dependable on their employability. This research has identified different factors that can stimulate or inhibit refugees' integration in the labour market and society. Associação Pão a Pão is supporting refugees in Portugal employing them at its restaurant, Mezze. Despite the activity's success, the association desires to go forward and implement a comprehensive training program. To realize it, the organization has to empower its management systems, regarding impact measurement and marketing, and include the right knowledge in the program that would help refugees be employable in the whole hospitality sector.

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Keywords: Refugee Integration, Social Business, Human Resource Management, Social Impact, Management Consulting

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List of Abbreviations

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

Glossary

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

1 Introduction

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

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

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

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

2 The Context

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

Integrating refugees into a completely new country, culture, economy, and society with a different language, a different set of beliefs and values, and a different legislation has proven to be an extraordinarily complex task. There are multiple influencing intertwined factors which either contribute to or hinder integration. One of the main challenges in fully integrating refugees lies in the access to the host country’s labour market and the quality of employment opportunities available. According to the EU-wide *Common Basic Principles for Immigrant Integration Policy*, determined in 2004, “Employment is a key part of the integration process and is central to the participation of immigrants, to the contributions immigrants make to the host society, and to making such contributions visible.” (Council of the European Union 2004, 19). Without employment, refugees remain dependent on third parties and cannot become financially independent and economically contributing members of the host society. Non-

employment can further affect individuals' motivation, well-being and social inclusion in a negative way, and refugees' talent and skills remain unutilized potential. (ILO 2016)

All over the world, various public, private and non-profit organizations are trying to tackle this exact challenge, one of them being *Associação Pão a Pão*, a non-profit organization in Lisbon, Portugal. With the establishment of its restaurant project *Mezze*, the association strives to facilitate labour market integration of refugees by offering employment opportunities and training, with the latter one being intended to evolve into a more structured and scalable model in the future. The restaurant *Mezze*, located at Mercado de Arroios, Lisbon, was established in 2017. Born from a conversation with a Syrian student, the idea of creating a Middle Eastern restaurant came as a way of giving refugees in Lisbon the opportunity to have a workplace where they would feel 'at home', using food as a bridge between refugees and the local Portuguese community. Currently, *Mezze* does not only function as a restaurant, but also hosts different workshops on Mediterranean food to the public and provides catering services. As of 2020, *Mezze* has already provided 37 beneficiaries¹ with an employment opportunity. The *Mezze* project has been recognized as an example of success in the integration of refugees by important national figures, such as the Prime Minister António Costa and President Marcelo Rebelo de Sousa, as well as the former European Commissioner for Migration, Home Affairs and Citizenship – Dimitris Avramopoulos. In 2018, *Mezze* was further honoured as the *Figura do Ano na Gastronomia* by the *Congresso dos Cozinheiros*, one the most important annual events amongst the Portuguese restaurant industry, and won the social entrepreneurship award from both the *Groupe PSA Foundation*, and the Julia Taft Grant under the refugee aid category (*Mezze* by Associação Pão a Pão 2020). In the future, *Mezze* is

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

planning to develop and implement a well-founded, structured training program, which is intended to function as a scalable model and best practice example within the hospitality sector, that could be replicated industry-wide to increase the overall social impact.

2.1 The Refugee Crisis in Portugal & Europe

During the last decade, at least 100 million people were forced to leave their homes and start over due to violent conflicts, war, and persecution. This forced displacement was triggered by different crises, including the humanitarian crisis in Yemen, the conflict in Ukraine, the outflow of Venezuelans across Latin America and the Caribbean, safety concerns in Afghanistan, Iraq, Libya, and Somalia, amongst other defining events. The following paper will be focused primarily on the integration of Middle Eastern refugees as a result of the Syrian crisis triggered by the civil war in 2011. (UNHCR 2020).

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

2.1.1 Current Situation Worldwide

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

The top five countries from where refugees have fled in 2019 are Syria, reporting 6.6 million people hosted in more than 126 countries worldwide, followed by Venezuela, Afghanistan, South Sudan, and Myanmar. (Figure 1)

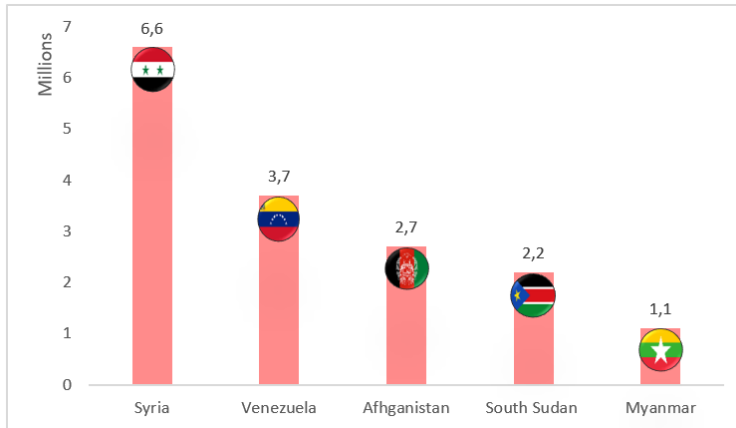


Figure 1: *Top 5 countries of Origin for Refugees in 2019.* Source: (UNHCR 2020)

Regarding the countries of destination, Turkey secures the first place, having hosted 3.6 million refugees in 2019, following Colombia, Pakistan, Uganda and finally Germany, with 1.1 million refugees. (UNHCR 2020) France and Sweden occupy the second and third place in the EU top refugee host countries in 2019. (Statista 2020)

Despite not being the main destination among EU state members, Portugal has been experiencing a significant increase in the number of migrants and refugees in the past decade. In 2019, there were 3 430 forcibly displaced people in the country (compared with 610 in 2011), from which 2 375 were refugees and 1055 asylum seekers. Most refugees arrived from Syria (accounting for 22%), followed by Ukraine, Angola, Eritrea, and Iraq. Male refugees accounted for 68% of all refugee population in Portugal. (UNHCR 2020)

2.1.2 Process of Integration in Portugal

Concerning the integration process in Portugal, there are two possible migration journeys: one for spontaneous asylum seekers and refugees and another one, since 2015, for asylum seekers under the EU-schemes. In both systems migrants start by filing a request for international protection with the Portuguese Immigration and Border Service, called *SEF*. While waiting for the decision on the request, which can take up to one month, the Portuguese Refugee Council, *CPR*, is in charge of supporting the spontaneous asylum seekers by hosting them in its reception

centre (*CAR*) or in private housing. In addition, Portuguese language training as well as professional workshops are provided during this period. Once the waiting period is over, and if the request is admissible, the asylum seeker receives a temporary residence permit (*ARP*). This permit is valid for 6 months and needs to be renewed until *SEF* communicates the final decision on whether refugee status or subsidiary protection is granted, or any kind of protection is denied.

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

3 Journey of Acculturation

After defining the context and situation, in which this research is embedded, the second guiding question is explored, by examining the acculturation journey that refugees undergo.

The integration of refugees into the labour market of a host country represents one key pillar of the overall integration. Therefore, in order to evaluate inhibiting and stimulating factors for the labour market integration from a theoretical perspective, the overarching processes that refugees go through during their settlement in a different country have to be studied. Among them, the acculturation process stands out as one of the most glaring and appropriate within this context. However, in order to discuss acculturation, it is important to first understand the general concept of socialization.

3.1 Socialization

According to William Little (Little 2014), socialization is the process through which people are taught to be proficient members of a society. It describes the ways that people come to understand societal norms and expectations, to accept society's beliefs, and to be aware of societal values. Despite this process being very dependent on the norms and traditions that are passed on from an individual's parent/guardian, Maccoby argues that it does not mean that newer generations will not adopt different social structures and social behaviours (Maccoby 2015). Through her work, socialization is defined as "a succession of processes occurring at successive stages of development", with the family, peer groups or schools being identified as the main agents during the process. These studies on socialization are crucial to the project, as they highlight how similar the concepts of acculturation and socialization are. However, there is one main characteristic of the process of socialization that highlights why acculturation should be the focus of the theoretical analysis: Socialization is the transition from the initial stage in the development of an individual to the final stage. The process implies a slower transition from stage to stage, caused mostly as the individual matures and gets older. However, asylum seekers experience a sudden transition when they are forced to travel to a new country. In this situation, the adaptation to a completely different culture with its norms and values is provoked by the involuntary transition, rather than a natural transition. Nevertheless, socialization is an important concept for the following studies. Depending on the stage of socialization and thereby the age of a refugee when entering the receiving country, the acculturation process unfolds differently. In a study on Chinese immigrants in Canada, Cheung et al. found that "people are better able to identify with a host culture the longer their exposure to it, but only if this exposure occurs when they are relatively young" (2011, 147). Berry came to a similar conclusion in regards to migration during the early childhood years. He attributes this phenomenon to the absence of a manifested primary culture, which reduces the need for

extensive cultural shedding and thus avoids **cultural conflict**. (Berry 2006) On the contrary, Fathi et al.'s research suggests that adolescent refugees for example are much more vulnerable to the changes related to acculturation. In this stage, individuals are transitioning from childhood to adulthood, and still building their identity, for which "belonging to a peer group" and "good social relationships" is crucial (Fathi, et al. 2018, 2). Consequently, the **age** of an individual can be both a stimulating but also an inhibiting factor for integration. Whether a refugee enters the acculturation journey during childhood or as an adult, affects the course and nature of both processes – socialization and acculturation. Therefore, socialization and acculturation can be seen as two interconnected processes, taking place simultaneously. According to William Little (Little 2014), socialization is the process through which people are taught to be proficient members of a society. It describes the ways that people come to understand societal norms and expectations, to accept society's beliefs, and to be aware of societal values. Despite this process being very dependent on the norms and traditions that are passed on from an individual's parent/guardian, Maccoby argues that it does not mean that newer generations will not adopt different social structures and social behaviours (Maccoby 2015). Through her work, socialization is defined as "a succession of processes occurring at successive stages of development", with the family, peer groups or schools being identified as the main agents during the process. These studies on socialization are crucial to the project, as they highlight how similar the concepts of acculturation and socialization are. However, there is one main characteristic of the process of socialization that highlights why acculturation should be the focus of the theoretical analysis: Socialization is the transition from the initial stage in the development of an individual to the final stage. The process implies a slower transition from stage to stage, caused mostly as the individual matures and gets older. However, asylum seekers experience a sudden transition when they are forced to travel to a new country. In this situation, the adaptation to a completely different culture with its norms and values is

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3.2 Acculturation Process

When cultural aspects, which are learned through the initial socialization process in one’s country of origin, encounter the culture of another country, a process called *Acculturation* is initiated. The concept of acculturation dates back to antiquity and was first discussed by the ancient Greek philosopher Plato. (Plato 1969) Nowadays, the most widely used definition of the term originates from Redfield, Linton, and Herskovits: “*Acculturation comprehends those phenomena which result when groups of individuals having different cultures come into continuous first-hand contact with subsequent changes in the original culture patterns of either*

or both groups” (1936, p.149). Although this definition suggests that both groups may be subject to change (bidirectional influence), criticism has arisen in the past due to the interchangeable use of the two terms, *acculturation* and *assimilation*. As assimilation implies that one group is expected to adapt to the other group’s standards (unidirectional influence), the acculturation term obtained a negative connotation over time. In order to maintain the neutral nature of the concept, current research suggests to refrain from using assimilation as a synonym, which is taken into account for the present paper, whenever the term *acculturation* is used. (Berry 1997; Sam and Berry 2006; Teske and Nelson 1974)

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

3.2.1 Berry’s Acculturation Model

When it comes to a transition, such as the one asylum seekers and refugees are exposed to, two major factors are relevant to determine the course and outcome of acculturation, namely *home culture maintenance* and *host culture acquisition*. Both terms stem from Berry’s research, originally defined as *cultural maintenance* and *contact and participation*, and are adapted for

the present paper, which presents the model from a refugee perspective. *Home culture maintenance* thereby describes the extent to which the preservation of the refugees' original cultural identity is desired, while *host culture acquisition* refers to the extent of their willingness to adapt to the host country's culture and to engage in it. In 1997, Berry developed a bi-dimensional framework along those two dimensions (Figure 2), which also became the foundation for several of the recent acculturation models and theories. (J. W. Berry 1997)

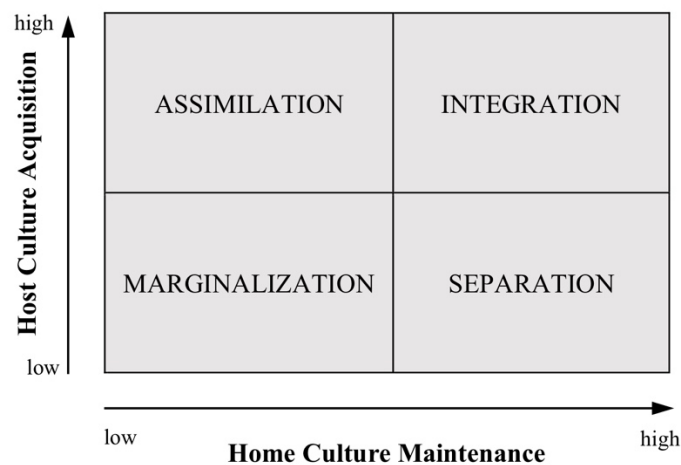


Figure 2: *Berry's Bi-dimensional Acculturation Framework, adapted from Berry (1997)*

The fourfold model distinguishes four different acculturation strategies which individuals and groups pursue during their acculturation process: • *Assimilation* refers to the strategy of adapting to the newly encountered culture, while shedding one's home culture. These two simultaneous processes are also referred to as *culture learning* and *culture shedding* in the literature. (J. W. Berry 1992) • *Separation* represents the opposite strategy, where individuals hold on tightly to cultural habits, values, and norms of their home country, while refraining from cultural learning in respect to the host country. • *Integration* takes place when individuals are adopting cultural aspects of the host country while at the same time maintaining their original cultural identity. • The fourth acculturation strategy is *Marginalization*. In this case,

refugees are neither acquiring parts of the host culture nor preserving parts of their home culture. (J. W. Berry 1997)

As previously discussed, acculturation is considered to be a bidirectional process, where both, the dominant (host society) and non-dominant group (incoming refugees) are exerting influence on each other. Therefore, it is important to note that Berry's model can and should also be utilized to evaluate the dominant group's perspective. This is crucial, as the host culture plays a major role in whether the individual is able to pursue the 'chosen' strategy or not. Berry argues that refugees *"may well be constrained in their choice of strategy, even to the point where there is a very limited role for personal preference"* (J. W. Berry 1997, 12) due to certain **pre-conditions in a country** (e.g., national policies; levels of diversity, racism, etc.). Further, it is important to mention that acculturation is considered to not be static but rather an evolving process. Therefore, the strategy an individual or group pursues may change over time.

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

4 Introducing Integration Factors in the Portuguese Labour Market

To achieve complete and successful integration, it is key that refugees are granted full access to the labour market of the host country. According to a 2017 analysis published by the European Commission, there are several factors which contribute to a lower employment rate amongst refugees in the host country, compared to the native-born population. Bearing in mind that this analysis uses data from 2014, before the peak of the refugee crisis in 2015 (see appendix A), the variables influencing the employment rate of refugees the most, are **the time of residence in the host country** and the **host country language skills**. **Education** influences this rate as well, yet not to the same extent. (Peschner 2017)

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

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

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

In Portugal, several other challenges, which are acting as inhibiting factors in regards the labour market integration, stand out. The first one concerns the **language**. As shown previously, knowing the host country's language is a major advantage for every refugee to be properly integrated into the host society and succeed both personally and professionally. In the

Portuguese situation, the language courses offered by *IEFP* sometimes do not open due to lack of students, and the few alternatives available lack time and structure for a refugee to properly learn the language. (OECD 2019) Thus, the language factor can be either stimulating, when successfully learnt and used as a bridge for communication and integration, or inhibiting, in the case that refugees and asylees do not speak the host country's language and never become integrated to the full extent, leading to their marginalization or separation (figure 2: Berry's model).

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

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

4.1 Entrepreneurial Attitude: Ethnic Entrepreneurship

Another factor stimulating the integration of refugees into the labour market is the **attitude** and the **ability to achieve self-employment**. It can be defined as entrepreneurial character, and because of its relevant outcomes in the labour market, the factor is going to be explained in more detail. Refugees often belong to ethnic minorities, who are more likely to suffer labour

discrimination in the host country because of poor language skills, unrecognized education and qualifications, or just by being considered as outsiders with respect to the host community. This combination of “push” factors has made entrepreneurial activities an alternative way to make use of personal resources to get out of unemployment and into better socio-economic integration (Wauters e Lambrecht 2008), that would reflect their true skills, qualification and knowledge. Ethnic entrepreneurship can be defined as the self-employment of people belonging to minorities and having a culture different from that of the host country. (Chad and Ghorbani 2011) Several studies show that entrepreneurship rates are often higher among foreigners than natives, and that entrepreneurs coming from minority ethnic groups, like refugees, are generally more successful. (Waldinger, Aldrich and Ward 1990) This is probably due to the fact that they are **less risk-averse**, have better opportunity perception, and are more confident about succeeding in a new and unfamiliar environment (Levie 2007), especially since their migration’s decision has been involuntarily and influenced by the fear for personal safety. Moreover, because of the **different background, knowledge**, and the heterogeneity they bring into the economy, ethnic entrepreneurs may also trigger radical innovations with respect to the host country’s standards. (Acs 2006) Despite legal and language challenges, refugee entrepreneurs may also have important competitive advantages, especially in the service industry, more specifically tourism and hospitality, which represents the most attractive area for refugees to venture. It requires less capital, less know-how, and ethnic entrepreneurs can have access to a low-cost co-ethnic labour force. (Portes and Jensen 1989) Nevertheless, one of the main barriers to the entrepreneurial success of refugees is the hostile political environment in many host countries, where local communities blame refugees for depressed wages, lack of jobs, and increased crime rates, hindering the integration process. (Mulvey 2010) But since refugees’ chances and willingness, to return to their homelands are very limited, especially in cases like Syria where there is little hope for solutions in the short term, it is in the

governments' best interest to facilitate integration into the host society, labour market, and economy. Refugees who do not have access to the labour market are forced to rely on the welfare system of the host country. At the same time, refugees are involuntary migrants who sometimes even come from middle and upper-class backgrounds, being consequently well educated, resourceful, adaptable, and independent. Thus, supporting refugees' entrepreneurial aspirations is important not just to assure their socio-economic advancement, but also because successful entrepreneurs will no longer be dependent on governments' aid, and will enhance the welfare and economic growth by creating jobs for both locals and refugees. (Alrawadieh, Karayilan e Cetin 2018)

4.2 Social Support and Mental Health

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

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

According to both above-mentioned models and several other studies, these factors can both have a stimulating or inhibiting effect on the refugees' integration in the labour market: the availability of social support can not only significantly lower **acculturative stress**, even when individuals had been exposed to **traumatic events**, but also facilitates the coping with

challenges related to a bi-cultural surrounding (Safdar, et al. 2003; Fathi, et al. 2018; Jerusalem et al. 1996). However, the absence of this support can also aggravate the feeling of loneliness and lead to the deterioration of refugees' mental health. Both factors, in-group and out-group social support, have significant effects on a refugee's **mental health**, which again influences the overall integration. Thus, in-group and out-group support play a key role in the acculturation process and therefore also deserve consideration in the context of refugees' inclusion into the labor force.

4.3 Language Socialization and the Language Barrier

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

This is where language socialization plays a crucial role, defined as a lifelong process that takes place when a person seeks some level of proficiency in a language other than their mother tongue in order to engage in social and community practices by Duff (2012). This process can be facilitated through specific programs, like for example reception and placement classes offered by Catholic Charities in the US, which teach individual norms, customs, and

cultural habits of the host country exclusively in English. The reason why language socialization is a fundamental factor for integration is that it permits to go beyond the basic language skills for survival and self-sufficiency and allows to increase social mobility in the host community and job market, since language proficiency is a core asset that increases employability. (O'Connor 2014) Nevertheless, it must be pointed out that the second language and the second culture, referring to the host country's ones, are inextricably linked. The culture and the habits of a community influence the accent and the way a dialogue develops, and this is why language socialization processes should include also cultural teachings to allow new learners to fully integrate with the host community. (Kelley 2014)

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

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

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

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

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

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

1 Introduction to the Analysis of Associação Pão a Pão

One of the primary goals of this paper is to support Associação Pão a Pão in the formulation of the future training program for refugees' integration in the Portuguese labour market, more specifically in the hospitality sector. Since this work is strictly related to the association and its restaurant, Mezze, it has been considered extremely valuable to realise a deep-dive about the organisation itself, its operations, and its plans.

The first part of this individual work presents a current picture of Associação Pão a Pão and Mezze according to information provided by the founders, showing how this non-profit organisation (NPO) is positively contributing to the integration of refugees in Lisbon. In the second part, a diagnosis of the most sensitive issues has been carried out, leading to the third and conclusive part, a section dedicated to the illustration of practical recommendations that can help the association plan its next steps to realise a more significant social impact. As described, this work explains how Associação Pão a Pão contributes to the integration factors identified in the first section and how it can contribute even further.

2 Methodology

To analyse the current infrastructure and operations of Associação Pão a Pão, both quantitative and qualitative data have been collected. All information regarding the association itself is obtained from two interviews, the sharing of organisational documents and additional personal communications with the founders, Nuno Mesquita, Rita Melo and Francisca Gorjão Henriques. An additional interview has been carried out with five of Mezze's employees to obtain refugees' perspectives about their workplace. All interviews have been partially structured with specific questions (see Exhibit C,D, and E), but interviewees were free to speak and elaborate as much as they preferred. The organisation's diagnosis and the suggested

recommendations are based on information coming from these interviews, combined with theoretical research about topical issues, like the current COVID-19 spread, and specific management tools for non-profit organisations that could be applied to improve the current operating. Admittedly, there have been some minor challenges and limitations concerning the gathering of data. Despite some refugees being able to speak basic Portuguese or English, communication problems during interviews hindered the possibility to obtain precise information. Also, it must be specified that this research's theoretical data does not explicitly refer to the Portuguese labour market and society, which remains the main context.

3 Organisation Overview

3.1 The Association & The Restaurant

The idea of funding Associação Pão a Pão has emerged after a conversation with Alaa Al Hariri, a Syrian student and the fourth founder, about what she was missing the most from her home country. She revealed it was bread. So, the four founders decided to build something around the bread connection between Middle East refugees and Portuguese people, since in both cultures bread holds an important role. In this way, Associação Pão a Pão was born in 2016 to provide a safe space where refugees could come together to meet, produce and share bread and other kinds of traditional food from their countries. After 18 months of work and preparation since the establishment of the association, the team managed to open the restaurant in 2017 in the Mercado de Arroios, under the name of “Mezze”, which in Arabic means “shared meal”. Additionally to the restaurant, Mezze provides also catering services specialised in Mediterranean and Middle East cuisine. This social business aims to foster refugees' integration in the Portuguese labour market, specifically in Lisbon and in the hospitality sector. Thanks to the partnerships with Alto Comissariado para as Migrações (ACM) and Lisbon's municipality,

refugees searching for employment are referred to Mezze, which then selects candidates according to their skills, availabilities, motivation and demographic factors. Indeed, the team focuses on women and young men, who face more difficulties in the labour market due to their lack of experience. Refugees employed with a contract, or who are in a trial period, are trained through professional hospitality courses, thanks to a partnership with Turismo de Portugal. It is worth to mention that the high quality of food served has been considered a priority since the beginning to engage customers. For this reason, two Portuguese chefs have been involved in the first phases as consultants to refine the amateur skills of women in the kitchen and the general aesthetics of plates. (Mesquita and Henriques 2020)

3.2 Governance & Legal Framework

Focusing on the organisation's legal framework, the association is the only legal entity registered as a non-profit. The restaurant is considered a brand of the association, but even so, both have their accounting. Indeed, the restaurant has been profitable since the opening in 2017. However, being a non-profit, all revenues have always been reinvested in the organisation, employing more people, raising salaries, or incrementing savings.

About governance, at the beginning of the project, the three principal founders Francisca Henriques, Nuno Mesquita and Rita Melo, were deeply involved with all aspects of the organisation. Today, the team and all responsibilities are more structured and distributed. Nuno Mesquita is the treasurer and takes care of accounting and business plans. Francisca Henriques is the official President of the Association. She takes care of communication, marketing, and the selection of dishes on the menu and new refugees' employment. Rita Melo is the Vice-President and manages infrastructures and raw materials for the kitchen. All of them have roles

in establishing partnerships, that have been fundamental to permit the association to grow and run the restaurant. (Mesquita and Henriques 2020)

3.3 Partnerships & Financials

As explained by Nuno Mesquita, as an NPO, to obtain the large investments needed to start the project was very challenging, especially since obtaining financials from banks with no previous background in the sector of interest is very hard. For this reason, it has been fundamental to establish strategic partnerships to raise the necessary funds. Firstly, the founders opted for a crowdfunding campaign, which resulted in being one of the top 10 most successful campaigns in Portugal, with 350 people backing a total amount of 23,000 euros. The funders contacted the US embassy in Lisbon through their professional network, which wanted to be part of the initiative and gave 25,000 us dollars (equal to 20,937.5 euros in 2017). Another important partnership is the one established with the municipality of Lisbon and ACM. Additionally to provide the connection with refugees entering Portugal, they financed the project with approximately 27,000 euros (from the municipality) and 28,000 euros (from ACM). The support from Onegastro permitted to obtain kitchen equipment with a 50% discount, saving almost 20,000 euros, while partnering with Jerónimo Martins made Mezze receive 18,000 euros of food across the first eight months of operations. (Mesquita and Henriques 2020) Additional partners are Viera de Almeida, for legal assistance, Turismo de Portugal, which provides the training for employees, o-apartamento and Sia Arquitectura, who arranged the design and appearance of Mezze, BLINDESIGN, being the company where Nuno Mesquita and Rita Melo work and that helped with the general business plan, Speak, which provides language classes to employees, and supporters like Fidelidade, PSA Foundation, and Fundação EDP. (Mezze - Parceiros 2020)

3.4 Planning & Future Perspectives: The Training Program

Mezze has been and still is the main project carried out by Associação Pão a Pão, but this is not their point of arrival. To realise a more significant impact and foster refugees' integration in Portugal, the association's founders want to develop a more complete and structured training program. It would allow refugees to learn the necessary skills to work in the hospitality sector and to obtain a valid certificate that demonstrate such skills since one factor inhibiting refugees' integration is, in fact, the loss or the non-recognition of working documents from their home countries. In this way, the association would facilitate more people's employment to the actual number of refugees employed at Mezze, giving them the necessary tools to obtain a job anywhere within the sector. Once the training program is defined, it will coexist in the restaurant's same physical space. Current employees will behave like tutors for new incomers. Students will be trained on the job to learn from real-life situations and apply theoretical teachings, provided by the partnership with Turismo de Portugal. Thus, the personnel would be mixed up, being composed by students and "veterans". As a restaurant, Mezze will not change, but the association will achieve a more decisive institutional role, involving more people, integrating more refugees, and generating a greater social impact. In the long-term, this would permit a more positive reputation that will allow to partner with other bigger organisations and corporates to foster integration.

The new project is still at the beginning. At the moment, the association obtained only 5% of the total amount of necessary funds for which they have applied with ACM and the Portuguese government. The founders are waiting for the acceptance of Programa Cidadãos Ativos from Fundação Calouste Gulbenkian, and before the end of the year, they should receive further funds to start operations. (Mesquita and Henriques 2020)

4 Diagnosis of the Organisation

4.1 The “Bubble” Effect

Two significant factors fostering refugees' integration are ingroup and outgroup social support. The first comes from family, friends and people from the same ethnicity or country. The second one is the support provided by the host country's society. These supports can lower the acculturative stress generated from traumatic events or challenges related to a bi-cultural surrounding. (Safdar, et al. 2003; Fathi, et al. 2018; Jerusalem et al. 1996) Associação Pão a Pão's initiative of running the restaurant to employ only refugees and share their food with Portuguese people results in a form of outgroup social support. At the same time, Mezze created a safe space of work where refugees can feel like at home, work, communicate and socialise with people from similar backgrounds and stories, creating a micro-community of middle-easter refugees. Even if the association contributes in providing both kinds of social support, it must be noticed that, as explained in Berry's acculturation model (J. W. Berry 1997), one of the four main strategies pursued by individuals entering a new country is Separation. It consists of the high maintenance of the home culture and the low acquisition of the host one. As a result, refugees tend to create closed communities to the host society to support each other, being in a similar situation, facing the same difficulties and coming from similar backgrounds.

Despite producing a positive effect of making employees feel more comfortable and internally supported, this closed environment also provokes a more negative effect, which can be defined as a "bubble" effect. After some time working at the restaurant, refugee employees feel so comfortable that if they were considering the employment at Mezze as a temporary job, they now do not see the need to move further, to their previous work field, to other restaurants, or new projects. It is particularly true in older employees, like the cooks, who also speak less

fluent Portuguese to their younger colleagues and who are staying within Mezze since the opening in 2017. (Employee 1, Employee 2, Employee 3, Employee 4, 2020)

“Everything is good here and fixed here, I’m learning a lot from other colleagues, I am not missing anything right now...”

Employee 3

"I like here, I don't see myself working elsewhere."

Employee 4

According to the founders' data, the average time of stay at Mezze is slightly above one year and a half. Of the 16 employees under contract, before the beginning of 2020 and the pandemic spread, eight were already working at Mezze for at least two years (see Exhibit F). With respect to other restaurants, these numbers are relatively low. However, it must be considered that Mezze is operating only since 2017 and that most of the refugees, especially waiters and waitresses, come from different professional backgrounds and accept to work in hospitality mainly due to necessity. Nevertheless, most of them do not plan to change employment in the short and middle term, not only because of the current good working conditions, but also because of the lacking of necessary skills, documents, or local language knowledge to move to a higher position in the job market. (Employee 1, Employee 3, Employee 5, 2020)

“If I would like to go back to study Medicine? For now maybe not...my Portuguese is not fluent yet. I know medicine schools have very big and thick block of pages...”

Employee 1

“I still look for jobs, but I don’t have my degree certificate so I cannot work in my old filed (engineering)”

Employee 5

Indeed, the language barrier is considered the greatest difficulty to overcome also by founders, since most of the employees do not speak excellent Portuguese, especially the cooks, and

many times there is need for translators to overcome working issues. It does not create difficulties only within the restaurant but also outside, inhibiting the possibilities to find employment in other places or sectors. One of the reasons for this lack of language learning could be attributed to a failing in Portuguese government's integration system, since language classes provided for free are short, not mandatory, and often in locations hard to reach for refugees, who usually live outside the city centre. (Mesquita, Melo and Henriques 2020)

The ultimate consequence is that the rotation of employees is hindered. Few of them are prone to leave, and so the possibility to hire new refugees sustainably is minimal. Consequently, the ambitious mission of Mezze to facilitate the integration of refugees in Portugal is prevented from going beyond the specific limits of employable refugees to make the restaurant functions smoothly. It is one of the main reason why Francisca Henriques, Nuno Mesquita, and Rita Melo decided to evolve Mezze through the implementation of a training program, that would permit to train a higher number of refugees than the one of current employees. As a result, Mezze would not only include more refugees into its social project, but it would also provide the necessary skills that are currently missing to allow them to integrate into the Portuguese labour market, even beyond the current "bubble".

4.2 Stakeholders Evaluation

One of the essential activities for an NPO is to engage with its partners and supporters, or more generally, its stakeholders. A stakeholder is any individual, group or organisation having a vested interest in the NPO's activities. Since Associação Pão a Pão is an association, but it operates as a restaurant, it deals with diverse stakeholders groups, like customers, foundations and refugees, whose needs and expectations may be conflicting. Thus, the organisation needs

to understand how to satisfy them, how to deal with each of them, and how they influence the association's decision-making to guarantee longevity and sustainability to the project.

The first step to do that has been to classify stakeholders into two main categories: *direct stakeholders*, the ones directly connected to the organisation's activities, and *indirect or intermediary stakeholders*, which are the ones having an interest in the organisation but not strictly involved with its activities. (Fritz 2020) Successively, a Stakeholder Matrix has been built to categorise all stakeholders into four categories (*Meet Their Needs, Key Players, Least Important, Show Consideration*) based on their interest for the cause of the organisation and the power or influence they have on it. (Lucidchart s.d.) The first two categories correspond to *direct stakeholders*, being involved directly with the association's activities and the restaurant. The other two are classified as *indirect stakeholders*, being engaged in areas of secondary importance, or involved indirectly.

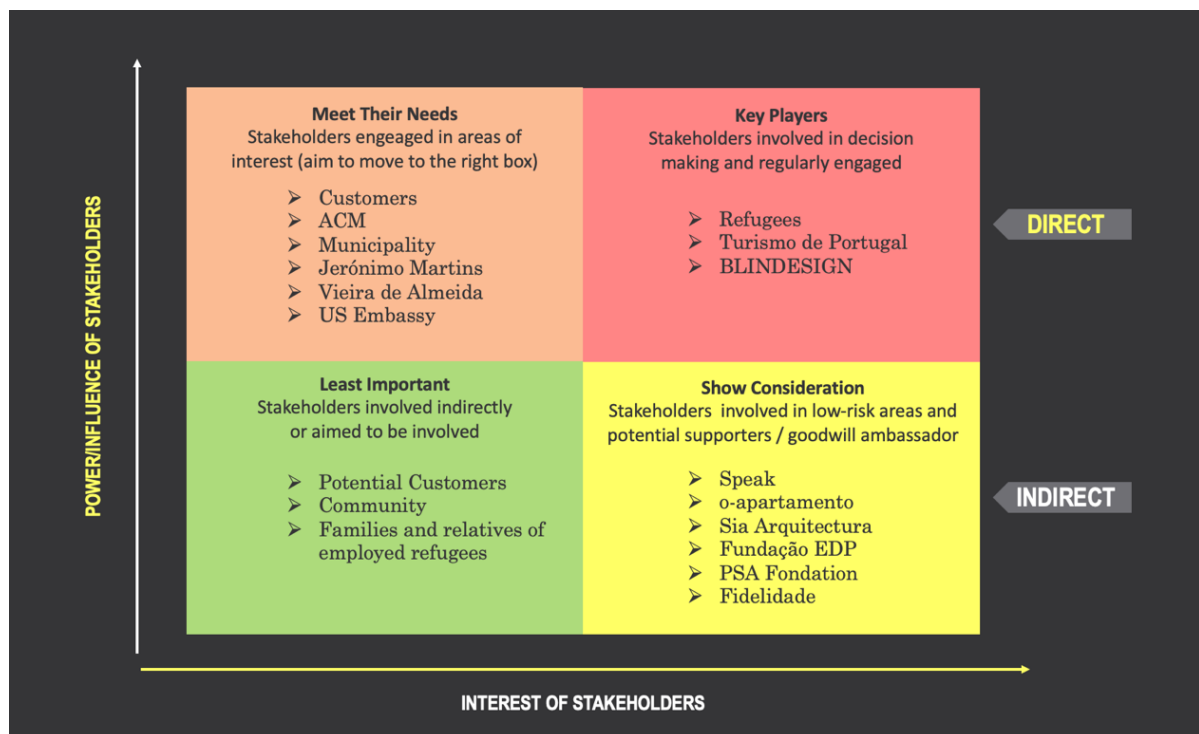


Figure 3: Stakeholder Matrix for Associação Pão a Pão

As it is represented in the Figure 3, the *Key Players*, the most important stakeholder for the association, are the following: refugees, being the focus of the entire project, the beneficiaries, and also the employees of Mezze; Turismo de Portugal, which provides the necessary training to employed refugees; and BLINDESIGN, Nuno and Rita's company, thanks to which they perfectionated the business plan. The stakeholders belonging to *Meet Their Needs* category (the one including all partners highly involved within areas of interest) are customers, without whom the restaurant would not be sustainable, ACM and the municipality of Lisbon which provide a connection with refugees and additional financial funds, Jerónimo Martins, whose partnership permit to get food for the restaurant at reduced costs, Vieira de Almeida, the legal firm providing legal assistance, and the US Embassy, which gave financial support since the beginning of the project. It should be a goal for Associação Pão a Pão to increasingly engaged these stakeholders so to move them to the first category of *Key Players*. *Show Consideration* includes stakeholders who have a high interest in the project and are involved in secondary importance areas with respect to *Key Players* and *Meet Their Needs*. It includes Speak, which provides extra language course to refugees employed, o-apartamento and Sia Arquitectura, which helped with the restaurant's design and the supporters Fundação EDP, PSA Fondation, and Fidelidade. In the *Least Important*, there are the stakeholders that are not directly involved with Associação Pão a Pão, such as potential customers reached out through social media, the local community in general, and the families and relatives of the restaurant's employees. In the long-term, it is in the founders' interest to involve more these last stakeholders into the cause of the Association and Mezze, so include them in the category of *Show Consideration*. Of course, the matrix presented should be an organic document, that changes along the time according to changes within the current stakeholders and entry of new ones.

4.3 Impact of COVID-19

Since February 2019, the COVID-19² has provoked devastating consequences on people's health and economies from the entire world. Due to social distancing measures, lockdowns, and blocks of the mobility, one of the sector that has been majorly impacted by governments' restrictions to reduce the spread of the virus is, of course, the one of hospitality. Being forced to close at certain hours or whole weeks is the most evident of the many restrictions in place. During the most challenging months of March and April, a study realised by AHRESP (Associação da Hotelaria, Restauração e Similares de Portugal) has shown very negative results. 80% of hotels and restaurants in Portugal had estimated to register zero revenues in April and May, with actual losses ranging between 50% and 90% of the revenues of last year's same period. (Agência Lusa 2020) Consequently, 70% of them could not pay two-thirds of the regular salary to their employees during April, while 30% did not manage even to pay them a minimum, thus forcing them to lay-off most of their employees. (Antunes 2020) Therefore, it is not surprising to see a net increase in the hospitality sector's unemployment rate at the end of the month of Abril equal to 20.3%, involving 14,969 people. (Mamede, Pereira and Simões 2020) Because of this dramatic situation, already in Abril 17% of businesses in the sector confirmed to go for insolvency, while 33% of them were still deciding on the matter. Moreover, despite the presence of government's aids, 77% of hotels and restaurants did not apply for these financial aids, not being "adequate" to receive them. (Antunes 2020)

Being Mezze a restaurant, the organisation had to face all these difficulties as all the other businesses in Portugal's hospitality sector. Financially speaking, approaching the end of 2020, Nuno Mesquita, the responsible for accounting, could confirm that losses in revenues had

² The COVID-19 is a newly discovered coronavirus that can cause mild to severe respiratory illness, declared as a pandemic by the World Health Organization. (World Health Organization s.d.)

already reached over 45% of last year numbers, and probably would have reached 50%. Moreover, this just considering the restaurant's incomes. Since the beginning of the year, there have been zero catering services, which was another critical factor in raising revenues. Fortunately, the association had a substantial amount of savings for similar situations, but it was entirely consumed during the first phase of the crisis during March and April. From a 50,000 euros positive balance in working capital, they passed to a 60,000 euros negative one. Because of long closing periods, relying on delivery services only, revenues have been close to zero or 5-10% of expected revenues throughout April and May. If before the COVID-19 spread out the ideal number of employees was 16, after the first month of the pandemic this number has been reduced to 13. Of four employees in the trial phase, two have been forced to leave Mezze in March, to be allowed to join again just in June. Of course, to survive the association had not just to reduce the number of employees, but also to reduce their salaries too. Before the pandemic applying for grants, loans, funds and asking for donations and support were activities taken out just for a specific reason. While now they have become part of the routine activities to make the restaurant survive. Despite from June to October they could open again to the public and recovered part of the losses. Unfortunately, the situation got worse again between November and December, with the introduction of new restrictions and curfew regulations, which provoked a steep decline in revenues. Moreover, one of the cooks was positive to the virus at the beginning of December, forcing the management to close the restaurant for two weeks to prevent the spread among other employees and clients. (Mesquita and Henriques 2020)

5 Recommendations

5.1 Implement Complementary Training Programs: Language, Work Bureaucracy & Entrepreneurship

The ultimate goal of introducing a new training program is not merely related to enlarge the number of refugees involved, but it should provide the right tools and knowledge that would permit them to achieve a greater level of employability. Turismo de Portugal's partnership guarantees that refugees in the program receive a professional and recognised preparation to work in the hospitality sector. Nevertheless, some issues may prevent them from easily having access to workplaces different from Mezze.

First of all, the language is recognised as one of the main difficulties to face by both the funders and employees, since some barely speak any Portuguese or English. (Mesquita, Melo and Henriques 2020) As stated in the previous paragraph, the Portuguese government's language courses are not enough to allow refugees obtain the necessary proficiency to be employed by any organisation that is not dealing directly with refugees and understand their problems. Associação Pão a Pão provides extra classes through the social organisation Speak, which provides highly conversational classes (Speak Social s.d.). Nevertheless, for some employees, more specifically the ones working in the kitchen where all interactions are in Arabic, this extra support does not seem to be effective, since even after three years working at Mezze and living in Portugal they barely speak basic Portuguese. Thus, it is recommended to introduce a more structured language course within the new training program, elaborating a more adequate solution with Speak or partnering with other language schools in Lisbon. Providing refugees with the right type and duration of classes would allow them to obtain the language proficiency required to integrate more easily in the labour market. As explained in the first section of this paper, language socialisation can play a fundamental role in this field.

Organising cultural classes or trips, in which to communicate exclusively in Portuguese, would permit to go beyond the basic language skills for survival and self-sufficiency that are taught in most of the current courses, and as a result to increase the possibility to improve social and job mobility.

Another critical issue is related to the relationship between employees and employers. Some refugees arrive in Portugal after a challenging journey, in some cases even hazardous, putting their life in danger for the hope to have a better life. The traumatic experiences they face along the travel lead them to mistrust any bureaucratic procedure and relationship, becoming even suspicious of their employers and colleagues. One example remarked by the founders of Mezze is that employees often compare their paychecks to verify they are given the same amounts. (Mesquita, Melo and Henriques 2020) The reason behind these episodes of mistrust is mainly due to refugees' lack of knowledge about the host country legal and tax system. This is why a complete training program should include secondary classes about these topics, explaining how salaries, taxes, and other work-related bureaucratic issues are managed in Portugal. Providing transparent information about these procedures would not just reduce employees' suspiciousness towards the restaurant managers, but would also allow them to better navigate in the Portuguese legal system, making them able to face these problematics also in workplaces different from Mezze and the Association.

Additionally, the new training program can go beyond increasing refugees' employability and providing them with the skills and knowledge necessary to work in the hospitality sector. As shown in the previous section of the paper, refugees can be employed or can rely on their entrepreneurial attitude to achieve self-employment, provoking positive outcomes for both their lives and the surrounding community. As Waldinger, Aldrich and Ward (1990), and Levie (2007) explained, a series of factors make refugees belonging to minority ethnic groups generally more successful entrepreneurs. Their past experiences that made them

less risk-averse and increased their opportunity perception, combined with their different background and knowledge, are the right mix to trigger innovation in the host economy. Moreover, despite the importance of the language barrier, a refugee entrepreneur has the competitive advantage to have easy access to low-cost co-ethnic labour force, especially within the hospitality sector, where less capital and less know-how is required. (Portes and Jensen 1989) What they miss is an appropriate preparation that would allow them to obtain the necessary notions and knowledge about entrepreneurship and the Portuguese economic environment, so to navigate the system and be able to start their project or business in the hospitality sector. Mezza could provide specific training for refugees interested in developing such skills, in which they can learn the basics of starting and managing a venture, and through which the association can put them in contact with relevant partners of the sector to facilitate their first operations. After all, often refugees come from a middle and upper-class background, are educated, resourceful and independent, and so supporting their aspirations would not just permit them to integrate into the host economy and no longer rely on government's aid, but it would also allow them to achieve socio-economical redemption while creating new jobs for other refugees with similar backgrounds and stories.

5.2 Measure the Impact

Non-profit organisations' goal is to achieve a social mission balancing cost efficiency with their program effectiveness to realise the best possible social impact. To be sure to bring value to beneficiaries, it is essential to track performance and measure impact. Linking strategies and future plans to performance evaluation and impact assessments permit identifying where the organisation is making a difference, where it can improve, and where it should invest more resources. Gathering quantitative and qualitative data and stories allow to produce better

feedback from the organisation's activities, to improve accountability and transparency, and also to have contents to use in marketing and communication to attract new donors and supporters, who seeing impactful results will be much more motivated in investing in the program.

At the moment, Associação Pão a Pão has not a precise impact measurement system in place, or a structured follow-up with previous beneficiaries, who are Mezze's past employees. They only take track informally of current job vacancies filled, of refugees employed, and of the hours of training provided by Mezze. (Mesquita and Henriques 2020) Since measuring social impact has become increasingly important for non-profits and their partners, it is recommended to implement a more structured system of tracking that permits collecting regular data to formulate future strategies and show updated results to all stakeholders.

The Theory of Change framework (see [Figure 4](#)) represents the logical flow that connects inputs, activities, outputs, outcomes and impact of an organisation. Additionally to help structure the collection and tracking of data, it also permits identifying the causality link between the activities carried out by the organisation and the outcomes that are provoked by them. (Allen, Cruz and Warburton 2017) Also, this framework forces the management to clarify which is the target population to benefit, which are the results to achieve, what is the time to achieve them, which are the activities, strategies and resources used to achieve them, which are the circumstances and the context of operating, and which are the assumptions that explain this flow. To be more explicit, "inputs" are the resources used by the non-profit. These can be financial, intellectual, human, or materials. "Activities" are the concrete actions carried out by the organisation and its employees and involve the use of "inputs". "Outputs" are the direct results and products of the activities. "Outcomes" refer to short-term and intermediate changes, learnings, and effects resulting from the activities. Finally, "impacts" describes the long-term and profound changes resulting from the "outcomes" to resolve the social problem targeted by

the organisation. In [Figure 4](#), it is presented within the Theory of Change framework a list of potential KPIs, both quantitative and qualitative, that Associação Pão a Pão can use for each category just described.

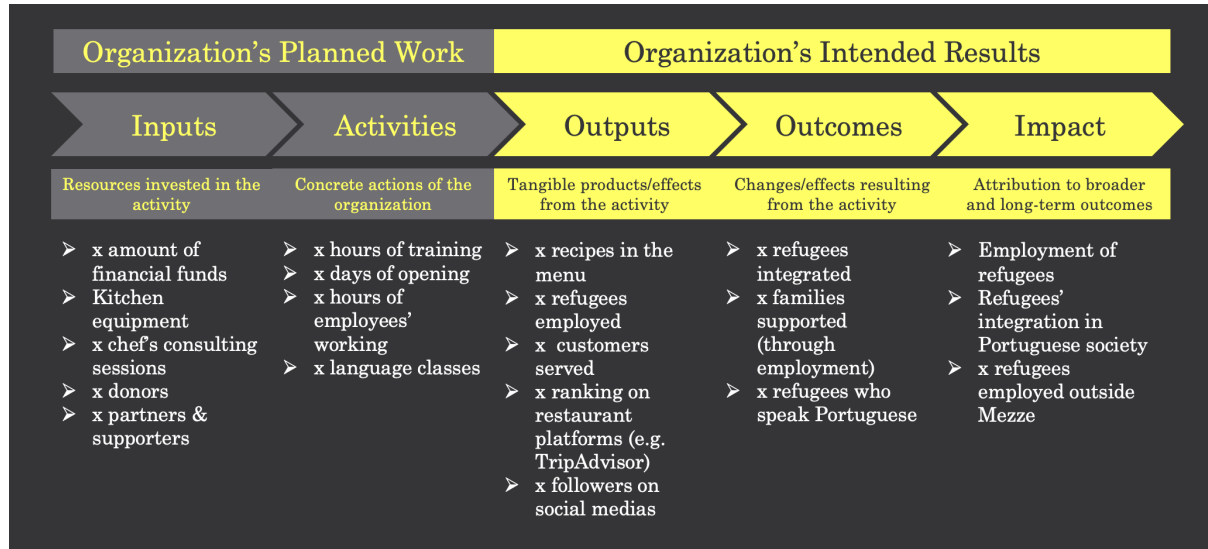


Figure 4: *Theory of Change for Associação Pão a Pão*

Nevertheless, it must be considered that there is not a single and universally accepted method to frame and measure impact, and multiple approaches have been developed. The reason is that social impact can be very vague to describe, sometimes it involves measuring complex and non-numerical factors, and it requires robust tools and long-term commitment over several years to show useful results. (So and Staskevicius 2015)

5.3 Apply Marketing & Communication for Non-Profit Organisations

Often marketing is not considered a fundamental dimension for NPOs, since it can be very expensive, it may be not necessary, or it can be considered a competitive tool not in line with social organisations' scope. The truth is that marketing can be beneficial for NPOs too, to attract

new supporters and donors, to engage more current stakeholders, and to inspire the community in general.

Currently, Mezze has its own social media pages, on Facebook (with 11.480 followers) and Instagram (with 4.100 followers), also if the main channel of communication with clients and the community happens through Instagram. Indeed, according to Francisca Henriques, who takes care of the entire communication dimension of the association, it is the platform on which there is major feedback. Despite the excellent communication of updates and the eye-catching contents, what is missing at the moment are social media accounts for Associação Pão a Pão itself. If once there was not the need to use digital channels thanks to the coverage received from local Portuguese media, especially during the first years of the project, now the founders recognise the need to develop a structured marketing plan for 2021. The goal is to connect better with stakeholders and increase awareness to attract funds and donors, especially after the hard time the restaurant had to go through in these last months due to the global pandemic. (Mesquita and Henriques 2020) There are already agreements with marketing companies to develop a proper action plan, thanks to Nuno Mesquita and Francisca Henriques' professional network. However, there are some issues related to marketing for NPOs that should be taken into consideration.

Non-profit marketing is different from traditional for-profit marketing because an NPO usually targets multiple groups, such as beneficiaries, communities, volunteers, partners and donors. For this reason, often, marketing segmentation is not practical for non-profits. It is crucial to understand each of these audiences since the marketing strategy will change based on whom is targeted.

The type of marketing partly already used, and that should be used, for Mezze is Cause Marketing, with which the organisation can align a brand (Mezze in this case) with the social cause of the organisation (Associação Pão a Pão), to produce both profitable and societal

benefits. The mutual benefits coming from good sales from the restaurant and the employment of refugees, permit to create social value, to connect majorly with the public, and at the same time to raise profits to sustain the project. This practice is becoming very popular also in for-profits companies. One example can be Patagonia and its "anti-growth" marketing strategies to save the environment (see Exhibit I) (Spivey 2015). Indeed, 80% of consumers are likely to switch brands if one brand is aligned with a social or environmental cause. (Cone LLC 2010)

Instead, to develop a marketing strategy for the association itself, the kind of marketing that should be used is Social Marketing, designed to create social impact, raise awareness, and change people's behaviour. In this case, there is no brand involved. The purpose is solely to use traditional marketing techniques to increase the awareness around the organisation's cause to convince the targeted audience to take part in the project. (Huhn 2019) In the case of Associação Pão a Pão, an example of Social Marketing would be to illuminate the struggles that refugees face when arriving in a host country and inspire Portuguese people to act against the mechanisms that create these difficulties. Social Marketing is designed to encourage social change, so rather than selling a product, it sells a behaviour that can benefit society and the cause targeted by the organisation. (Huhn 2019) A well-executed marketing plan uses clear, concise, continuous and compelling communication and creativity to evoke emotion and motivate action. See Exhibit J to see an example of social marketing from Amnesty International. If used properly, these marketing strategies do not just promote the association's services, like Mezze, but also raise awareness about refugees' integration importance, attracting more donors and external funds.

6 Conclusion

Despite the difficulties and the hard work, Associação Pão a Pão has achieved its goal of opening a social business that permits to integrate refugees in the Portuguese labour market, while being at the same time one of the best middle eastern restaurants of Lisbon, taking the 3rd place on Tripadvisor ranking (Tripadvisor s.d.). Creating an environment that feels like home, where refugees are supported and can work and interact with both people from similar background and Portuguese, has been fundamental to facilitate their integration. Nevertheless, there are still some tools that they need to learn to really be independent of Mezze's support, and the new training program is the perfect way to introduce these teachings. Associação Pão a Pão should design a comprehensive program that includes complimentary classes, focused on language, work bureaucracy and entrepreneurship, to solve some of the main difficulties refugees are currently facing in the job market. Further, due to the adverse economic effects of the COVID-19 pandemic on the restaurant activities, it has become fundamental to the association to deeply understand its stakeholders to figure the appropriate future strategies. Establishing a structured system of impact measurement, like the Theory of Change framework, and applying Social Marketing strategies would be essential steps for the organisation to strengthen its visibility and its ability to raise new funds.

A conclusive SWOT analysis has been included in the Appendix in Exhibit K to summarise the diagnosis carried out.

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Appendix

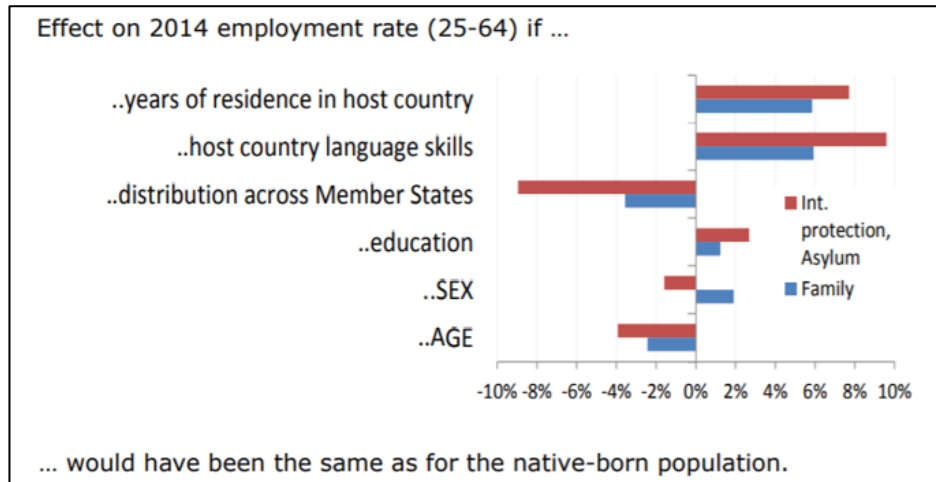


Exhibit A: *Effect of Different Socio-Demographic Variables on the Employment Rate of Refugees and Family Migrants, 2014 – Selected Variables (Peschner 2017)*

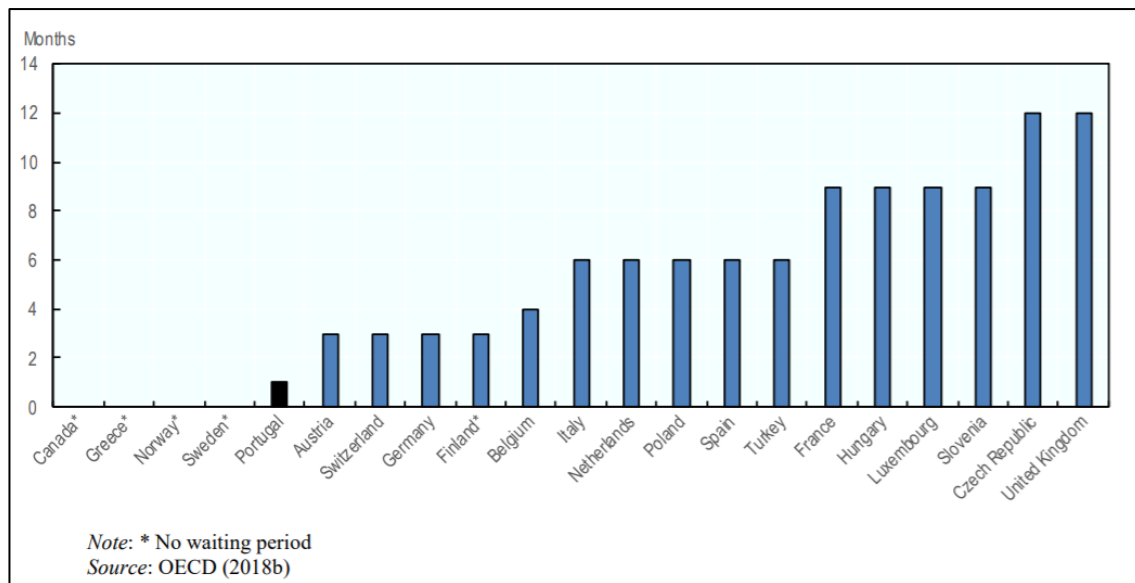


Exhibit B: *Most Favourable Waiting Periods for Accessing the Labour Market for Asylum Seekers in the Selected OECD Countries (OECD 2019)*

Exhibit C: *Interview with Founders of Associação Pão a Pão: Nuno Mesquita, Francisca Gorjão Henriques, and Rita Melo, 29th September 2020*

1. How do refugees become aware of the existence of Mezze?

“We enter in contact with refugees through the community, referrals or institutions dealing with them, like ACM.”

When does Mezza enter the refugee's life / immigration period?

“During their journey, when they arrive in Portugal...it depends, sometimes while they are still in refugee camps, like in turkey, other times someone from UNCHR reaches out to them. Sometime they even have to be convinced to come to Portugal.”

2. How are applicants / refugees selected?

“The selection is based on their skills, but most of them have no or short experience in hospitality, finding cooks for instance is harder, also being more demanding for women (for the physical effort). Women are not used to work since they have always been at home. We base our decision also on Demographics, we focus on women and young men, since these are the groups with more difficulties, not having a CV because always stayed at home or because their studies have been interrupted. Then, we base our decisions also on their availability and motivation, too”

3. Are there any integration activities / workshops in the early stage of any refugee within Mezza?

“When they arrive in Mezza they have to learn the recipes (a fixed menu that changes twice a year) and adapt to the way Mezza works. This happens thanks to the partnership with “Escola de Turismo” through which they learn how to cook in a professional kitchen. There were also two chefs at the beginning teaching how to run a restaurant. Now there is always at least one person on the team who knows how everything is done. Additionally, through PSEAK we provide extra Portuguese classes.”

4. When and how do refugees leave Mezza (if)? Do they choose to leave because they feel prepared to work in a different place or is there any timeframe for when the training is completed or do they have to leave to give space for new refugees to work at Mezza?

“Most of the time they stay for 2 years, it's a solid team. Due to the traumatic backgrounds, there is no pressure to leave. They can leave whenever they want. Also, most of refugees here have no comparison of how it is outside Mezza, if they leave it can be for various reasons, they may feel empowered to do that,

some may want more and switch to a different path, or sometimes they may be no more compatible with the time schedule, etc.”

5. Is there a follow-up/KPIs in place? What happens to the employees after they leave? How do you measure your impact?

“There is no a specific impact measurement in place or follow-up. The only KPIs we have right now are about the job vacancies they have filled currently and the hours of training provided by Mezze.”

6. What do you consider to be the main difficulties when dealing with refugees?

“The language barrier is for sure the main barrier. There are many misunderstandings, since most of them don’t speak Portuguese, and sometimes there is need for a translator to solve issues. There is a clear failure of the Portuguese integration system. Indeed, refugees are not obliged to go to Portuguese classes, those classes are very short period, some of the refugees don’t live in Lisbon and so it’s physically not easy to attend classes. Other difficulties have been religious and cultural clashes among employees coming from different countries, especially about men-women dynamics. And also the different legal and tax system has been a problem...they mistrust how we manage their salaries and this is due to the lack of knowledge of the Portuguese law.”

7. What is your experience on how other companies in the hospitality industry perceive the integration of refugees in the sector?

“Some businesses hire refugees based on financial incentives, marketing... We know JSR has partnerships with big corporations, like Jerónimo Martins. In the hospitality sector there is a growing interest, a famous chef, Avillez, even tried to hire some of our cooks. But perception and appearance are also important, it is different for men and women. For example, it is easier for a Syrian man that looks like a Portuguese to get hired than for a woman wearing a hijab...”

8. Self-sustainable or not? How is your financing structured today? Do you still use grants and donors? Which fund (NGO or government-funded)?

“We have been in positive since day one. We don’t have loans. And we rely on donations, funds and grants only in periods when we need investments. Operations of the restaurant are self-sustained by it. Donations are 1% of the total revenues, they serve just to support investments and not operations.”

“At the moment, we are hoping for a grant from ACM for the training program we want to establish.”

Exhibit D: *Interview with Founders of Associação Pão a Pão: Nuno Mesquita and Francisca Gorjão Henriques, 14th December 2020*

1. What’s the story behind the association and Mezze? Why did you decide to start this venture and how everything started?

“There are a couple of reasons why we started this thing. More broadly, me (Nuno) and Rita were already working in a company dealing with positive impact project, BLINDESIGN. We wanted to do something with refugees, and we had a conversation with Alaa Al Hariri, a Syrian girl and the fourth founder of the association. We asked her what she was missing the most from her home country, and she said the bread. We thought that there is a great cultural attachment to bread in Portugal too, so we decided to try to build around this connection. Rita wanted to create a safe place for refugees where they can go, meet, and produce bread and other foods. Between the idea and the opening of the current restaurant there were 18 months of management work and testing, during which we completely work without any benefit.”

2. How did you select and obtain the current location in Arroios?

“It was a long journey...first we approached the city hall to know if there were available spaces to build just a kitchen. At the beginning we wanted to aim at the area where there is the Web Summit, but it was still in development and prices were already raising. When we saw the offer at the Mercado de Arroios, we took immediately the opportunity. Initially there were just the kitchen, then we bought also the store next to it to open the restaurant.”

3. Which are the partners more involved and how are they involved?

“We needed large investments to start the project. It is difficult for NGOs to get financials from banks with no previous background. So we needed to get partners to raise money. Firstly we launched a

crowdfunding campaign, through which we raised 23,000 euros, resulting into one of the top 10 crowdfunding campaigns in Portugal, with 350 people backing the project. Then, we got a grant of 25,000 US dollars from the US embassy, where we knew a person who wanted to be partner in the project. We established a partnership with the municipality of Lisbon, which gave us 27,000, and with ACM, which gave us 28,000 euros. Also if there were no need for these last two grants to open the restaurant since the money arrived very late.”

“In terms of good and services, we got 50% of discount on kitchen equipment thanks to Onegastro, and 18,000 euros in food distributed over 18 months from Jerónimo Martins. There were also architecture and space related works to do, that cost a bit less than 30,000 thanks to discounts.”

4. Is the restaurant Mezze under the same legal/fiscal/financial account of the association?

“Yes, the association is the only legal entity existing. But we have two accounting, that are merged whenever there is need.”

5. Being a non-profit, how much profit are you allowed to do? And, where is this profit invested?

"You can get profits as much as you want, as long as it remains in the organisation. When we opened in 2017, at the end of the year we already got 160,000 euros in profits, all of which have been used to improve infrastructure, employ more people, to pay salaries above average, etc. and to keep some savings of course"

6. Do you have a governance framework? Team composition? Who takes care of what?

“Accounting and economics are on me (Nuno). Francisca takes care of communication. But at the beginning all three of us were involved in everything, especially when we had to deal with HR and partnerships. Today we are more structured and we divided different task among us.”

7. Who manages the marketing & communication? Which tools?

“I (Francisca) take care of communications and manage all platforms and social medias. The one I use the most is for sure Instagram, it is where there is more impact and reach out, while Facebook kind of stopped to be used by people... We launched the association’s website less than a month ago and it is still

in developing. Also there is no an account for the association yet, but that is something we want to do, to have different social accounts for the restaurant and the association. We know there is a lack of marketing plan and strategy, that we didn't need till now because we have always been covered in medias, etc. But now we want it for the next year. We have already arrangements with a service provider thanks to Nuno's and mine connections."

8. How did you get the current high level of cuisine?

"The quality of food was one of our main focus since the beginning. To share the identities and tell the stories of these people we needed high quality food to attract people. We wanted to make refugees feel at their home, but there was need for some refinement of the plates, too. We chose the receipts that could be well received by Portuguese people. Also, at the beginning we invited two Portuguese chefs to help realise presentable dishes and other small modifications. The goal was to express the quality of women's food, or better to highlight it. Most of refining was about the presentation of plates, not cooking skills."

9. Which funds are you applying/have you applied to build the training program?

"Now, we have one grant that is confirmed just partly, from ACM and the government. We received just 5% of what we applied for. Many applications have been approved but often what we present doesn't feel appropriate...it is still a work in progress. But before the end of the year there is going to be a new grant that will cover the rest. We are waiting for confirmation for Programa Cidadãos Ativos from Fundação Calouste Gulbenkian. But yes, we need external funds at the moment otherwise the project cannot go forward."

10. Once the training program is going to be developed, is it going to replace the restaurant or the two are going to coexist?

"The training program and Mezza will coexist in the same space, especially at the beginning. The permanent team of Mezza is going to be there as teachers. The theoretical teaching about hospitality is going to be delivered by Turismo de Portugal, since they wanted to do something with refugees. Basically, Mezza will continue as it is, but with a different business model. The staff is going to be a mix of students and permanent team/employees. In this way, students can be trained while working, in a real life and practical context. So, Mezza will not change, but its institutional role yes! More refugees involved means

more integration and more impact. This will permit us to get the reputation necessary to work with bigger organisations to make them hire refugees and so create even bigger impact."

11. What were the main impacts on the business due to the COVID-19 situation?

"Financially speaking, we are losing over 45% of revenues with respect to last year, and considering we are going to be close for two weeks now, it is going to be easily a bit more than 50%. And this considering just the restaurant activities, if we include also the catering the losses are much higher, since we have done zero services this year. We had to reduce the number of employees, if before the best number was 16, now it is 13, and also salaries. All the savings we accumulated since the opening have been used and lost in March. We passed from 50,000 in positive working capital to 60,000 in negative..."

"We can identify three main stages of this year. The first stage went from March to May, when we got no revenues at all or just 5-10% of the usual ones. The second stage was in June and lasted till October. During summer things were going back to normality and we almost recovered completely. Then the third stage, that is right now, with new restrictions and a cooker that resulted positive to the virus forcing us to close two weeks. Of course revenues are declining fast..."

"Before COVID, we just had made 4 people start working at Mezze as trainees, but in March we had to lay off them...but we got them back in May/June."

"Before the pandemic applying for funds and grants was done only in special occasions, now it has become part of our working routine...surviving has become our main task."

12. As an employer, have you ever encountered any difficulties in dealing with / employing refugees?

"Bigger difficulties for employers, like us, are related to the culture and habits, more than to emotional and psychological traumas that refugees may have lived. They don't open about these topics with us, so we don't know how to provide that kind of support...also other organisations don't provide psychological support because it is still not considered that important..."

“For example, we noticed that some change behaviour when they obtain their resident card. When they get it they tend to work worse...maybe because before they were in survival mode, more focused, more stressed...and then maybe they feel more relaxed. But actually, this happened with people that didn't have very traumatic or difficult ravel to Europe...so we cannot draw conclusions.”

“What we had to deal the most is their question about trust. Many don't trust us, don't understand why we do what we do or why we want to hire them. They believe we must gain something from it. This is probably due to their past experiences...”

“Another example, they always compare their salaries among each other, to check if they are paid enough or if we are taking away part of what they should gain.”

Exhibit E: *Interview with Mezze's Employees, 8th October 2020*

Questions Guideline

Age

Gender

Nationality

1. How long have you been working for Mezze?
2. How did you get to know Mezze and when?
3. Would you see yourself working somewhere outside of Mezze?
4. Which skills would you like to gain at Mezze? What is missing right now? Topics of interest?
5. How is your relationship with your colleagues at Mezze?

Notes:

- Among the 13 employees currently working at Mezze, I had the possibility to interview personally five of them during a visit to Mezze;
- All names have been covered for privacy reason and a number from 1 to 5 has been assigned to each person interviewed.

Employee 1

Age **31**

Gender **Male**

Nationality **Iraq**

1. How long have you been working for Mezze?

“For 2 years”

2. How did you get to know Mezze and when?

“A friend was about to work here, and he invited me. And then I had an interview with the association. And then I started working.”

Back then, did you already have your work permit?

“Yes”

Was this your first job in Portugal?

“No in Portugal I did volunteering in the Câmara Municipality of Oeiras – teaching children computer things. And then, when I had the opportunity to have a job, I had it.”

3. Would you see yourself working somewhere outside of Mezze?

“A different area? Yes!”

Back to your previous sector?

“For now maybe not, because my Portuguese is not fluent yet. I know medicine schools have big, thick blocks of pages.”

But you would like to go back to medicine school?

“Yeah, yeah - one day of course... Last year I did work also for Majorel, it's a part of YouTube, the YouTube part of Google as a content reviewer.”

4. Which skills would you like to gain at Mezze? What is missing right now? Topics of interest? What do feel you are learning here at Mezze that can be useful for your future? And what is missing that you would like to get?

“Well, I think that I am learning a lot here. I did learn a lot – especially with the clients, different cultures, different countries, everyone from everywhere to come here. All of my colleagues are

from everywhere in the Middle East. Colleagues came and left, came and left, came and left – so different cultures, different things, different stories – that’s what I’ve learned.

And what I miss learning: I think I learned everything that you can learn in a restaurant. Because it’s an area, it’s a restaurant - 3 years is a long period of time.”

5. How is your relationship with your colleagues at Mezze?

“It’s good, it’s okay.”

When you arrived to Mezze, did you feel like you had more support because you had people that were also from your country, compared to a different restaurant (i.e. Portuguese)?

“I think that would not be a problem for me. It would be the same – because nice people are everywhere ... and then not-nice people let’s say are everywhere, they exist everywhere. Maybe Portuguese people have the least community of not-nice people than the other countries in the world. Yes, that’s for sure!”

Employee 2

Age **Didn’t want to say**

Gender **Female**

Nationality **Damascus, Syria**

1. How long have you been working for Mezze?

“At the beginning of Mezze’s opening I worked for 7 months, then changed to another restaurant and now I’m working here again.”

2. How did you get to know Mezze and when?

Not asked.

3. Would you see yourself working somewhere outside of Mezze?

“It’s okay, I work in any place.”

4. Which skills would you like to gain at Mezze? What is missing right now? Topics of interest?

“In any place that you work, you will learn new things and in every job you will learn how to ‘tide up’ your life. Having a plan in your life is better than not working.”

5. How is your relationship with your colleagues at Mezze?

“Very beautiful, very good. With the Portuguese people as well.”

Employee 3

Age **33**

Gender **Male**

Nationality **Egypt**

1. How long have you been working for Mezze?

“I worked here last year till March and then started again now in October. It was my first work here in Portugal, before I just have done some fast works in Caparica restaurants.”

2. How did you get to know Mezze and when?

“I have sent many CVs here in Portugal and it was difficult to find work, because I don’t speak Portuguese and there weren’t many opportunities, I have sent thousands of cv both in restaurants and construction, even if I have never worked in construction, just to find a job. Then I sent to Mezze and they have interviewed me, and I got the job.”

3. Would you see yourself working somewhere outside of Mezze?

“Yes, I would like to work also in other restaurants, to get more and different experiences. I may go back to Law but right now it is not the moment, it can be difficult.”

4. Which skills would you like to gain at Mezze? What is missing right now? Topics of interest?

“Everything is good and fixed here, I’m learning a lot from other colleagues, I’m not missing anything right now...We work also too much together...”

5. How is your relationship with your colleagues at Mezze?

“I’m very good with my colleagues, with work a lot together...We work like a group, like sister and brothers, we try to be faster and more efficient as possible to help each other.”

Employee 4

Age **50**

Gender **Female**

Nationality **Aleppo, Syria**

1. How long have you been working for Mezze?

“I have worked at Mezze for 3 years now.”

2. How did you get to know Mezze and when?

“A friend of my daughter told me about Mezze and I discovered there was a job available.”

3. Would you see yourself working somewhere outside of Mezze?

“I like to work here, I don’t see myself working somewhere else.”

4. Which skills would you like to gain at Mezze? What is missing right now? Topics of interest?

“Before coming to Portugal I never had a job, but here at Mezze I have learned how to cook Syrian food more professionally and I can interact with Portuguese people.”

5. How is your relationship with your colleagues at Mezze?

“My colleagues are very friendly, they are like a family for me.”

Employee 5

Age **31**

Gender **Female**

Nationality **Iraq**

1. How long have you been working for Mezze?

“Less than a year. It’s gonna be a year next month (November).”

2. How did you get to know Mezze and when?

“I saw its Facebook page, and I was looking for Arabic books that are very hard to find here in Portugal (my next project?). And a person told me that here they have some books in Arabic I could borrow. Then I saw here all employees are Arabic, so I asked for a job, I speak a bit of Portuguese, they needed a waitress, so they got me. When they hired me, I had just got my NIF one month before. But before I just searched for a job for a long time, going around to any small restaurant/shop/coffee to ask if they needed help. Here small places do not post job offer, they don't say, you must go around and look at the windows of the places. I had two interviewed, which I failed, but the same day Mezze accepted me. Before Mezze I just worked casually as a handmade.”

3. Would you see yourself working somewhere outside of Mezze?

“I still look for jobs, but I don't have my degree certificate so I can't work in my old field, I can just work where I can use my Arabic, English or Portuguese languages skills. But even at the start was impossible because here if you don't have residence none has the confidence to hire you, they think you are not stable, they don't trust you. Here at Mezze they work with Arabic people, so they know how to deal with us and our situations, so I started working here.”

“I'm an engineer, but if I have to start my project it wouldn't be around the restaurant business. I didn't hate my experience here, I have learned a lot, but it's not what I want to do. I'm and engineer and I would like to go back to my studies, that's the thing I know better. I just got a 3 months tourism guidance course/certificate but 3 months is not like 3 years of engineering studies.”

4. Which skills would you like to gain at Mezze? What is missing right now? Topics of interest?

“I would like to learn doing cocktails, but just for myself, like a hobby, not to work in a bar. I'm not interested to work in service. You need people to have your mind clear to work in service. I have learnt many things here, like many receipts and how each plate is different according to different countries. I learned how to open a bottle! And I have learned how to do more things in less time. I have learned also how to deal with the Portuguese mentality. They are nice people,

but they need to be treated in a unique way, with respect to other European people. It's like they are always in hurry for no reason. They feel to have a complicate life but for nothing.”

"I would like to speak better Portuguese, so to be able to speak more politely, like Portuguese people do. This would help me to get better jobs and socialise better too."

5. How is your relationship with your colleagues at Mezze?

“We are trying to work efficiently together. There are problems but you have to go forward. People can be stressed, have problems...but we have to understand each other, let other colleagues process their own problems, giving them time etc. We can't get angry when other complaints, otherwise everybody complaint. We get over these things, or nothing is gonna work. The middle east is big, but we are similar also if from different culture/countries. But we have to work good also to not creating problems to others' work, we are similar, and we behave like brothers at work.”

Exhibit F: *Data about Mezze's Employees employment periods*

Name	Started	Ended	Years at Mezze (total)
Employee a	28/05/20		0,6
Employee a	12/03/20	20/03/20	
Employee b	08/09/17	31/12/19	2,3
Employee c	08/09/17	19/11/19	2,6
Employee c	08/09/17	22/04/20	
Employee d	08/09/17	25/11/19	2,2
Employee e	08/09/17	07/07/18	0,8
Employee f	08/09/17		3,3
Employee g	01/03/18	30/09/20	2,6
Employee h	01/03/18	31/03/20	2,1

Employee i	01/10/18	31/07/20	1,8
Employee k	08/09/17		3,3
Employee j	04/01/19		2
Employee l	01/11/20		0,7
Employee l	01/03/18	16/10/18	
Employee m	08/09/17	31/10/18	1,1
Employee n	01/11/17		3,1
Employee o	01/02/19	30/04/19	0,2
Employee p	01/10/18	31/03/19	0,5
Employee q	01/03/19		1,8
Employee r	01/04/18	31/03/20	2
Employee s	01/10/20		0,4
Employee s	16/01/20	27/03/20	
Employee t	13/03/20		0,8
Employee u	01/08/20		0,5
Employee u	01/02/20	20/03/20	
Employee z	08/01/20		1

Left and came back	Average Years at Mezze	1,6
	Employees at least 2 years	8

Notes:

- All names have been covered for privacy reason with respect to Mezze's employees;
- The employees on the list are the ones who have been or are under a working contract. The total number of beneficiaries is higher (5 to 10 people more) because it has been that other refugees have worked just for a few months of trial at the restaurant;
- Some employees are repeated since they may have left and come back for different periods of time.



Exhibit I: Patagonia Cause Marketing Example. (Umapathy 2020)



Exhibit J: Amnesty International Social Marketing Example. (Hix 2009)

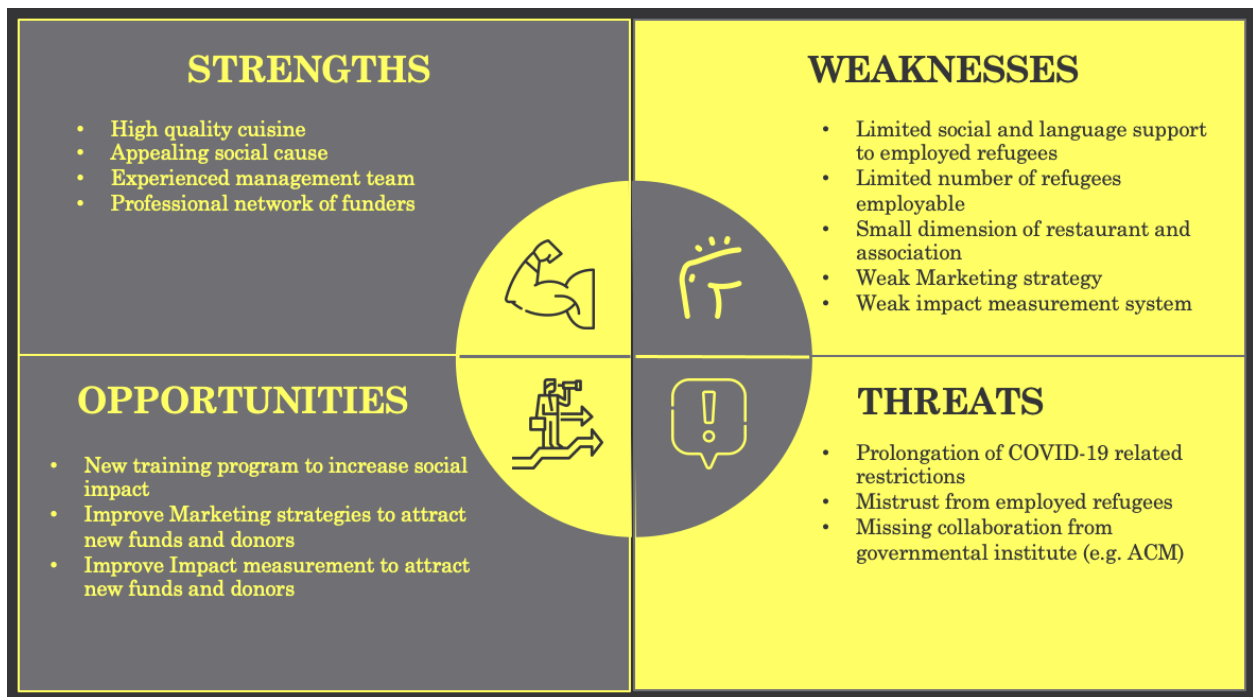


Exhibit K: Associação Pão a Pão SWOT Analysis framework

The SWOT Analysis is a technique that permit to identify Strengths, Weaknesses, Opportunities, and Threats of an organization, before deciding any new strategy. (MindTools s.d.)