



# FROM METHODOLOGY TO PRACTICE: LESSONS FROM THE MEIC METHODOLOGY AND AMIL PARTNERS' JOURNEY

**Turning Collaboration into Impact: Piloting  
Inclusive Labour Integration in Greece  
under AMIL**

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# 1

## Introduction





## Labour Market Integration: From National Policy Context to Local Practice

Multi-stakeholder cooperation  
in Greece presenting

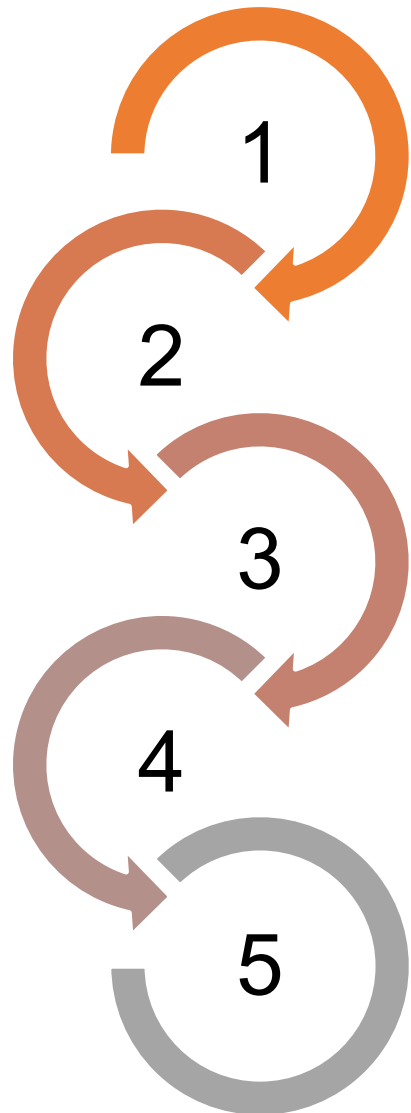
- The Greek National Policy Context
- Pilot Implementation in Greece
- Key Challenges
- Lessons Learned
- Future Perspectives



# 2

## Greek Policy Context for Labour Market Integration





1 Labour market integration of Third Country Nationals (TCNs) in Greece is regulated through **national migration** and **labour legislation**, aligned with EU frameworks.

2 TCNs have the right to work if they meet the following requirements: Holding 1) a valid **residence permit with work rights** or 2) a **certificate of submission** for a residence permit application.

3 Legally employed TCNs in Greece are entitled to **labour and insurance rights equal to Greek nationals**.

4 Legal employment for TCNs in Greece shows the obligation of **paying national taxes**.

5 Integration policies are implemented through the contribution of **public authorities, employment services and EU-funded initiatives**.



# AMIL Project | Considerations for the Greek Policy Context

Labour market integration is shaped by parallel, **weakly connected migration, employment, and training policies in Greece**. There are limited initiatives that bridge the gap between legal status, skills development, and access to work.

Civil Society Organisations often act as **intermediaries** between TCNs, employers and public authorities, by providing counselling, language training and employability support. Although their contribution is essential, it is largely **project-based**, highlighting the need for structured and sustainable coordination mechanisms.



Employers face uncertainty in understanding the **complex legal and administrative processes**. Therefore, **absent structured coordination and guidance mechanisms**, often lead employers to ineffective matching of trained migrants to labour market needs.

Labour market integration in Greece involves multiple actors; however, it lacks a unified coordination framework. Coordinated governance is essential to align policies, actors, and resources, transforming fragmented integration efforts into **coherent pathways for sustainable solutions**.

# 3

## The Importance of AMIL Project in Greece



Greece faces structural **labour shortages** in key professional sectors, while at the same time it hosts a significant population of TCNs with diverse legal and employment profiles.

Labour market in Greece is shaped by **fragmented policy systems**. Migration, employment, and training policies operate in parallel with limited structural coordination.

In practice, **NGOs** carry much of the **operational burden**.

**Employer interest** exists but is weakly structured: they are willing to hire TCNs, but they lack guidance.

As a result, **integration pathways are often discontinuous:**

1. Legal access to work does not guarantee employment.
2. Training outcomes do not always lead to placements.
3. Beneficiaries and employers rely on ad-hoc interventions rather than structured systems.

# AMIL Project | From Fragmentation to Coordinated Governance



AMIL responds to the critical gaps of the Greek local context by **promoting a multi-stakeholder governance approach**, bringing together public authorities, civil society and the labour market.



Through the MEIC Methodology and territorial clusters, AMIL tries to create structured **coordination mechanisms that link legal access, skills development, and labour market demand**.



The project proceeds with a structured effort of TCNs' labour market integration by **supporting TCNs through personalised integration pathways** and by equipping employers with the know-how for inclusive hiring.



# 4

## AMIL Activities in Greece





## Mapping of Actors

A systematic **mapping of local actors** was conducted for Athens and Thessaloniki, covering **public authorities, civil society organisations, and private-sector bodies**.



## Territorial Cluster Activation

**7 organisations formally committed to participate in the cluster working groups**, representing different types of organisations from Athens and Thessaloniki.



## Cluster Activities

- **1 initial meeting in July 2025**, coordinated by the Ministry of Migration and Asylum and PwC.
- **2 plenary meetings in July and September 2025** providing information about AMIL, local reality and the needs.
- **2 follow-up coordination meetings** in October and December 2025, confirming the flow of activities.



## Cluster Functionality

The cluster functions as an **operational governance mechanism**, aligning stakeholder roles and ensuring continuity between designing, coordination and pilot implementation.

## Engagement of Employers

- Employer engagement is necessary for structured employment pathways. In October 2025 PwC and SEVE organised the **outreach strategy to Greek companies**.

## Dissemination Strategy

- **Information material was prepared to inform companies** about potential collaboration, reaching out a pool of approximately 800 members of SEVE.

## Targeted Engagement

- 40 companies from SEVE's network were prioritised for **targeted engagement**.

## Training Materials

- All training materials have been prepared in collaboration with SEVE, with **content focused on inclusive hiring, intercultural communication, rumour and diversity management, and ways of funding of hiring**. After the completion of training – capacity building on inclusion and diversity, employers will support placements.



## Selection and Activation of Beneficiaries

- ❖ A total of **75 participants** were referred to **AMIL** by civil society organisations and PwC network.
- ❖ To introduce the project and collect initial profiles, we organised **two two-day information sessions in August and September 2025**.
- ❖ From this intake, **60 beneficiaries** were selected to proceed to personalised pathways.

## Skills Assessment and Training Needs Analysis

- ❖ From the initial 75 referrals, **60 beneficiaries** were selected to continue into personalised integration pathways.
- ❖ The selection ensured a **balance across gender, age groups, country of origin, and legal status**, providing diversity and inclusiveness in the cohort.
- ❖ The information collected during the sessions gave us a **clear understanding of participants' backgrounds and needs**.

## Design & Delivery of Personalised Intervention Plans (PIPs)

- ❖ Of the 60 selected, **50 completed detailed skills assessments and Personal Integration Plans (PIPs)**.
- ❖ The process mapped existing qualifications, informal competences, and labour-market aspirations, and included tailored counselling to identify barriers to employment and possible upskilling pathways.

## Courses on Professional and Language Skills and Workshops on Soft Skills

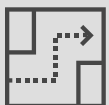
### Training Workshop on Professional Sector Skills

In cooperation with a vet provider in Greece, **the first courses started in October 2025**. The workshops follow the Greek design: every participant completed an **introductory 30-hour module** (market trends, national labour legislation, labour security) **and then sector-specific hours**. Pedagogical counsellors supported learning and monitoring skills, and they will contribute to drafting internship/apprenticeship plans.

Sectoral and vocational training cover the following categories:

- **Hospitality & tourism, logistics, cleaning services, commerce** - 30 hours per sector for 30 beneficiaries
- **Renewable Energy & Green Economy** - 150 hours for 10 beneficiaries
- **Intercultural Mediation** - 150 hours for 20 beneficiaries

The above-mentioned **workshops aimed to match identified skills gaps to labour market needs**, offering short-term vocational guidance that will be helpful for the upcoming placements.



### Courses for Language Skills and Workshops on Soft Skills

**6 language courses** (Greek L2 – 20 hours each) were organised for 60 beneficiaries, **divided in 6 groups of 10**.

Division of groups was based on: 1) **language proficiency** of participants in order to keep pace uniform, 2) **professional sector** in order to use a relevant vocabulary, 3) **attendance preferences** and availability in order to ensure feasibility, and 4) **readiness** in order for each group to proceed to the next steps of preparation.

Workshops relating to **soft skills aim to facilitate beneficiaries' progress on sociability, sharing and empathy**. These workshops finished the first days of April 2026, aiming to cultivate a strong employability behaviour, preparing them for placement opportunities. **Social and cultural partners are actively involved in this process.**

All previous steps are further enhanced by **coaching and mentoring processes** via individual and group meetings targeting each beneficiary.

**Coaches accompany beneficiaries at all stages of employment**, explaining employment relationship and practicalities, identifying contact persons, and delivering any employment documentation required by companies.

Each beneficiary receives **one-to-one orientation**, with CV reflection/update to strengthen their main job-market tool and support active job search.



The abovementioned targeted orientation will result in **beneficiaries' involvement in work-based schemes**:

- **Paid Internships**
- **Job Shadowing**
- **Vocational Training Apprenticeships**
- **Internships**
- **On-the-Job-Training**

# 5

## Challenges



a

## Establishing a Fully Engaged Territorial Cluster

- The establishment of an **operational collaboration among cluster members required time and continuous engagement.**
- Maintaining **consistency between meetings proved challenging**, especially when stakeholders faced parallel operational pressures outside AMIL project.

b

## Employer Engagement under Legal & Administrative Uncertainty

- Reaching out to companies proved that **employer interest exists.** However, an initial concern was expressed regarding the **complex Greek bureaucratic system and compliance responsibilities.**
- Due to this **uncertainty of employers**, additional and more **detailed information was included in the training material** for the forthcoming capacity building.

c

## Managing Diverse Beneficiary Profiles and Needs

- Beneficiaries show **heterogeneous profiles** in terms of language proficiency, prior work experience, legal status and sectoral aspirations.
- Designing Personalised Integration Pathways (PIPs) while maintaining consistency posed **operational challenges, particularly in aligning training schedules, language courses, and sectoral tracks.**

# 6

## Lessons Learned



## Key Aspects

## Description

### Structured Coordination for Labour Market Integration

- Effective labour market integration does not emerge organically; it rather needs **formal coordination mechanisms, clear roles, and continuous facilitation among public authorities, civil society actors and employers.**

### Personalised Pathways Improve Effectiveness

- Personal Integration Pathways (PIPs) opened the way for creating targeted solutions and **responding as much as possible to diverse beneficiary profiles.**

### Coordination Mechanisms for Sustainability

- The activation of the Greek territorial cluster and the almost completed trainings have proved the **significance of using coordination mechanisms, which can be institutionalised beyond the project lifecycle to ensure long-term impact.**

# 7

## Future Perspectives





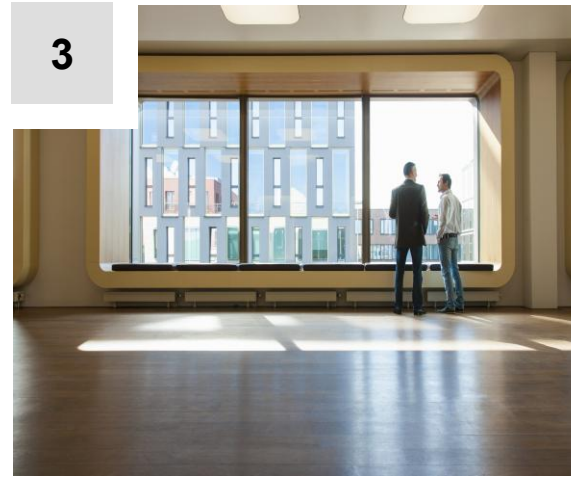
## Coordinated Governance

Future efforts **should focus on further consolidating multi-stakeholder coordination mechanisms**, building on the Territorial Cluster model to reduce fragmentation between migration, employment, and training policies.



## Systematic Employer Engagement

**Scaling structured employer preparation and capacity-building** can strengthen the transition from training to sustainable employment.



## Sustainability Beyond Funding

The AMIL experience highlights the **need to institutionalise coordination practices within existing public, private, and civil society structures** to ensure continuity after project completion.



## Scaling Personalised Integration

Further **investment in skills assessment, language training, and tailored support**, can help respond to diverse beneficiary profiles, while maintaining effectiveness.

# Thank you