



MILIMAT

# Best Practices Manual

Best Practices Manual for integrating migrant workers into rural communities through socially sustainable agriculture



Co-funded by  
the European Union

[www.milimat.eu](http://www.milimat.eu)

## **MILIMAT Best Practices Manual**

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### **Authors**

Massimo Canalicchio (CIA Umbria)  
Michela Nulli (CIA Umbria)  
Timna Maria Moser (COMPASS)  
Nicolas Condom (Pistes Solidaires)  
Ignacio Rojas Pino (COAG Jaén)  
Christine Stavropoulou (INASO-PASEGES)  
Tina Papasideri (INASO-PASEGES)

### **Designer**

Nuria Liébana (OnProjects)



pistes solidaires

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The agricultural sector across Europe faces a significant employment crisis, stemming from a dual challenge: a dearth of interest among domestic workers and a scarcity of skilled labour. Consequently, many countries rely on immigrant labour, predominantly from non-EU nations.

Addressing the social, economic, and cultural integration of these workers necessitates tailored and often experimental approaches by employers. The MILIMAT project endeavours to tackle these challenges through several means: collecting best practices from partner countries (Italy, Spain, France, Greece, and Austria), and ultimately establishing a communication, training, and information platform for employers and employees or prospective employees.

We started the project with a series of reports including an European analysis, as well as the national context in the partner countries, of the situation regarding the economic and social inclusion of migrants in agriculture, presenting also the opportunities and policies in place. This report is available on our online platform.

This publication consolidates the work done until now with 10 best practices identified directly by the project partners in collaboration with implementing individuals. These practices encompass initiatives led by managers or employers, as well as training and information endeavours by associated companies.

### Examples include:

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- Two French organisations coordinating migrant employee integration nationwide, alongside training and integration initiatives with local and national stakeholders.
- In Greece, the study examines two producers accustomed to working with Albanian employees, paralleled in Italy by a social cooperative and a wine and olive oil producer, that have different approaches and objectives: the social cooperative (Ariel) favours the access of migrants into multicultural teams,



in the vocational training context, to work in agriculture, while the family farm (Madrevite) produces high quality wine as main product and extra-virgin olive oil with an essential need of migrants as seasonal workers managing pruning and other specialised skills.

- Additionally, this collection of case studies highlights IMEFE, a training centre managed by the municipality of Jaén in Spain. The majority of their clients are immigrants seeking agricultural employment in Jaén, where IMEFE assists in profiling and processing job applications to match individuals with suitable employment opportunities.
- In France, we focus on two national organisations, Ferme d'avenir and Terre 2 Culture : they develop initiatives that help facing the obstacles met by migrants in agriculture employment, providing twinning, training and all the support needed to find a job, accommodation, intercultural support, as well as the facilitation and access to healthcare.
- Furthermore, in Austria, encounters with a horticulturist employing 17 workers from Central and Eastern Europe and the Erde & Saat association, which grants an advanced organic label, underscore the importance of ethical labour practices. External inspectors annually assess members not only for organic compliance but also for labour treatment, scrutinising registration and housing standards. Only farms meeting these criteria receive the Erde&Saat certificate.

These examples that were the object of national investigations and interviews by our consortium offer replicable, adaptable, or inspirational models for individuals and entities within the agricultural sector, including farmer-employers, training centres, agricultural chambers, associations, municipalities, or any entity seeking to promote the economic, social, and cultural integration of migrant workers in agriculture.

# 01 Austria



## Bioverband "Erde & Saat"

Steyr, Upper Austria,  
Austria

## Gemüse Plunser

Kematen in Tyrol,  
Tyrol, Austria



# Bioverband "Erde & Saat"

**Year of establishment:**  
1987

**Chairman:** Ing. Matthias Böhm

**General Manager:** Mag. Wolfgang Plaimer

**Links:**  <https://erde-saat.at>



The organic association "Erde & Saat" was founded in 1987 to preserve and breed unique cereal varieties. Its members, mainly organic farmers, were agricultural pioneers. A year later, it was officially renamed "Erde & Saat" and expanded. Some members diversified by processing farm produce, promoting independent craft businesses. This strengthened organic farming, supported local employment and ecological balance.

Today, "Erde & Saat" has more than 600 members nationwide. Active regional groups, field days and festivals encourage collaboration. Funded entirely by members, it's committed to social, environmental and economic sustainability, focusing on soil fertility, biodiversity and local cereal varieties. Members benefit from advice, education and a magazine, as well as field trips and training on sustainable goals.





## Location

Steyr, Upper Austria, Austria

## General description of the organization and its activities

The "Erde & Saat" organic farming association now has more than 600 members, the majority of whom are arable and vegetable farmers. This diverse membership base reflects the breadth of farming practice, ranging from traditional arable farming to vegetable production.

The working practices and principles of "Erde & Saat" are deeply rooted in the values of social, environmental and economic responsibility. Members share the belief that sustainability in agriculture is of paramount importance. This includes the conservation of natural resources and the creation of a healthy environment.

Another central concern of the association is the promotion of the farming community and social structures. This is done through mutual support among farmers. The members of "Erde & Saat" work closely together, exchanging knowledge and experience and supporting each other in facing the challenges of organic farming. This collegial cooperation strengthens not only the individual farms but also the entire organic farming community and helps to achieve common goals.

## Number of workers and migrant workers of the organization

Since the association includes a large number of farms, no blanket figure can be given here. It ranges from small family farms without additional labour to large vegetable farmers who employ several seasonal workers.

## Country of origin of the migrant workers

Most of the people working as harvesters in Austria come from Eastern European countries such as Poland, the Czech Republic, Slovakia and Romania. There is also a growing number of from Africa and Asia.

## Provenience of the migrant workers within the country

Since the association includes a large number of farms, no blanket figure can be given here.

## Reasons and motivations of the integration initiative involving migrants

As well as the high standards of its products, the organic association "Erde und Saat" is also concerned with the treatment of the people who work in the fields. Social, ecological and economic responsibility are at the forefront of the association's philosophy.

The members of the association are committed to the principles of holistic and fair production. This means that permanent or year-round employees, day labourers, seasonal workers and trainees are integrated into the system and mindset of organic farming. Workers are paid fairly and are registered, fed and housed in accordance with legislation and local conditions.



Organic inspections ask about this aspect, but do not directly check it, as the legal responsibility lies with the legislator. Nevertheless, Earth and Seed ensures that its members commit to ethical and social standards in agriculture, thus promoting holistic sustainability in organic production.

## External stakeholders associated

External stakeholders include the members of the association, Bio-Austria, the Chamber of Agriculture and consumers. These groups play an important role in the work of the organic association "Erde und Saat". The members of the association are the heart of the association, as they drive organic agriculture forward and form the community. Bio-Austria is an umbrella organisation for organic initiatives in Austria and promotes organic agriculture throughout the country. The Chamber of Agriculture is an official institution that represents the interests of farmers and is involved in legislation. External stakeholders also include consumers, who influence the market with their demand for organic products and support organic farmers in "soil and seed". Interaction and cooperation with these stakeholders is crucial for the success and sustainability of organic agriculture.

## Description of the inclusion process step by step

It is not the task of the organic association "Erde & Saat" to develop concrete initiatives for the integration of seasonal workers into the everyday life of the farm. This is the responsibility of the individual farms. However, certain social criteria are an essential part of the organic certification required for "Erde & Saat" certification and membership. These include the proper registration of workers with the tax office, social security and other legal requirements. Accommodation must also meet local standards in terms of room size, sanitation, heating and the like. Compliance with these social and legal requirements is part of the commitment to sustainable and responsible organic agriculture.

Members who do not comply with these requirements may be excluded from the association and lose their organic certification.

## Training needs to deal with migrants according to the role

There is interest in training on leading multicultural teams. This could be based on the training materials of the MILIMAT project.

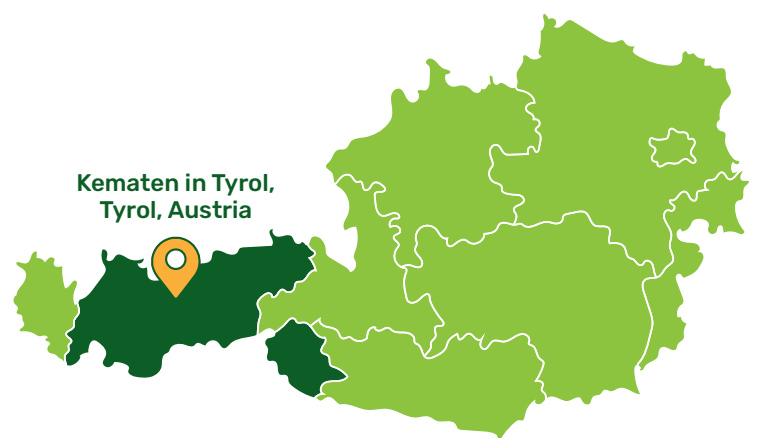




# Gemüse Plunser

**Year of establishment:**  
Over generations

**Owner/founder:**  
Regina & Thomas Plunser



Gemüse Plunser is a family-run business that has been in operation for generations in Kematen, Tyrol, less than ten kilometres from the provincial capital of Innsbruck. The company specialises in the cultivation of lettuce, leek and broccoli and sells its products to wholesalers rather than directly to consumers.

Gemüse Plunser currently employs around 16 people, the vast majority of whom are foreign workers. These employees work on the farm on a seasonal basis, or in some cases all year round, and are instrumental in the successful cultivation of the fields and the production of high quality vegetables.



## Location

Kematen in Tyrol, Tyrol, Austria

## General description of the organization and its activities

Lettuce, leek and broccoli are grown twice a year on 33 hectares of land, yielding a total of 1200 tonnes of vegetables a year. Work begins in March with the planting of the seedlings. The first harvest takes place in May when the vegetables are fully grown. The second harvest takes place in the autumn, usually in September or October. This farm requires careful planning and maintenance to ensure a continuous supply of fresh vegetables and to maximise the quality of the harvest.

## Number of workers and migrant workers of the organization

On this farm work the boss and 16 employees who come from different countries. The Ukrainians stay all year round, but most of the others are seasonal.

## Country of origin of the migrant workers

Employees come from Ukraine, Romania, Kosovo and increasingly from Asian countries such as Vietnam. This diversity of nationalities creates an intercultural working environment and contributes to the enrichment of the team.

## Provenience of the migrant workers within the country

Most of the workers come from rural and economically disadvantaged regions in their home countries. They decide to come to Austria in order to earn as much money as possible to support their families in their home countries.

## Reasons and motivations of the integration initiative involving migrants

In Austria, the recruitment of seasonal workers in agriculture is a challenge. This is due to the physically demanding nature of the work and the higher non-wage labour costs compared to neighbouring countries such as Germany.

To meet these challenges, the farm places great emphasis on making working conditions as comfortable and safe as possible. This includes the use of modern technology and health and safety training. In addition, the company values its employees as a key success factor and offers fair pay and transparent employment contracts.

The combination of improving working conditions and valuing employees is crucial not only to attracting seasonal workers, but also to retaining them for the long term. This is crucial to the success of the farm, which harvests lettuce, leek and broccoli from 33 hectares of land.



## Number of workers and number of migrant workers involved in the integration initiative

16 people

### Description of the inclusion process step by step

Recruitment of farm workers is done in a variety of ways. On the one hand, personal relationships and recommendations are used to recruit experienced and reliable workers. On the other hand, the company also works with professional agencies to find qualified seasonal workers. This mix of recruitment methods helps to assemble a reliable and competent team.

A special priority is the proper registration and insurance of all employees. This ensures not only legal compliance but also social security for the workforce. The health and well-being of the employees are of great importance to the company.

Accommodation is provided for new arrivals to ensure a smooth start to their working life. The accommodation is comfortable and well-equipped to provide a pleasant stay for the employees. This is especially important as many seasonal workers come from distant regions or even from abroad and thus need accommodation.

Working hours are usually from Monday to Saturday, although the company strives to schedule Sunday as a day off. This working time arrangement allows employees to enjoy the necessary rest and leisure time to regenerate.

## Impact of the initiatives

### Main impacts on multicultural teams' management

Diversity in the Gemüse Plunser team naturally brings its own challenges. However, with increasing experience, the farm manager has found ways to deal with this diversity efficiently. Often the foremen who work in the fields have been in Austria for a long time and already have a better command of the local language. These foremen are often able to help their colleagues with minor translations or communication problems in the field. This promotes smooth teamwork and helps to overcome any language barriers.

### Main impacts on work inclusion

The remuneration of employees at Gemüse Plunser is strictly in line with legal requirements. Full-time employees receive a minimum of 1,500 euros and are exempt from housing costs.

Although many employees still face language barriers, Plunser strives to make the work processes in the field understandable to everyone. Each tractor has a plan with symbols and simple words so that all work instructions are easy to understand.

For further clarification or communication, Plunser likes to use Facebook Messenger as a means of communication. On this platform, messages can be translated directly, which facilitates communication between team members and helps to overcome any language barriers. This ensures that everyone understands the information and instructions they need to do their jobs efficiently and safely.

### Main impacts on social inclusion

Gemüse Plunser provides free accommodation for year-round and seasonal employees. These are usually double rooms, as many workers work in pairs. The workers' houses are located at the foot of the farm and in the centre of the village. In addition, another house has been purchased in the neighbouring community, which is currently being renovated and will be available to the workers in the future.

Being right in the village means that the workers are in daily contact with the local population. Of particular note is the fact that Plunser also provides free accommodation

for families, allowing the children to attend the local kindergarten or primary school and play in the local football clubs. The staff can sometimes be found at village festivals and can drive Plunser's vehicles into the surrounding area at any time.

To promote the integration of year-round employees, they have the opportunity to attend German courses at local educational institutions during the winter months. This initiative not only facilitates communication, but also demonstrates Plunser's commitment to the well-being of its employees.

### Challenges met and how they were overcome

Plunser's biggest challenge is finding enough workers. He often employs more people than he actually needs, as workers often drop out or give up field work when they realise it is not for them. For many workers, other countries such as Germany are more attractive because they have a higher net income due to lower non-wage labour costs. This makes it difficult for Plunser to recruit workers and is a constant challenge for the company.

### Logistics

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#### Logistic transports from house to work

The route from the accommodation to the fields never takes more than 10 minutes.

#### Time /Workload:

The statutory working time regulations are observed



## Training issues

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### Training needs targeted to migrants

Overcoming language barriers is a major challenge for everyone involved. To overcome this, the employees of Gemüse Plunser have come up with a clever solution: German courses are offered that fit in well with their workload in the field. Most employees choose to attend these courses during the winter months.

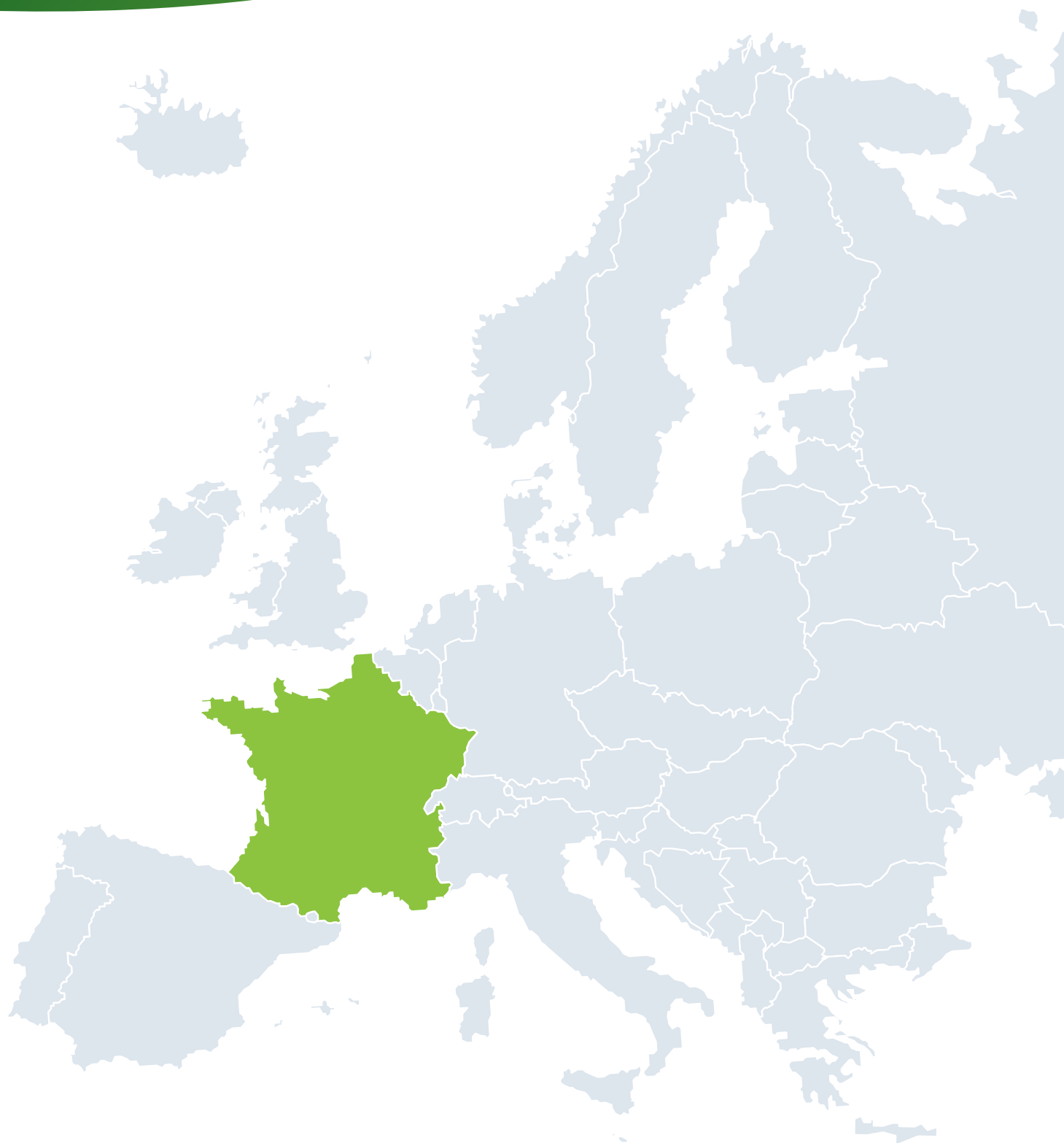
The winter months offer employees the opportunity to improve their German without interfering with their work in the fields. As farming tends to be less labour-intensive or paused during this time, employees can continue to develop their language skills. This helps to facilitate communication in the workplace.

This commitment to training demonstrates the company's willingness to support the integration of its employees and improve communication within the team. Better understanding not only promotes efficiency, but also strengthens employees' sense of belonging and integration into the local community.



# 02

## France



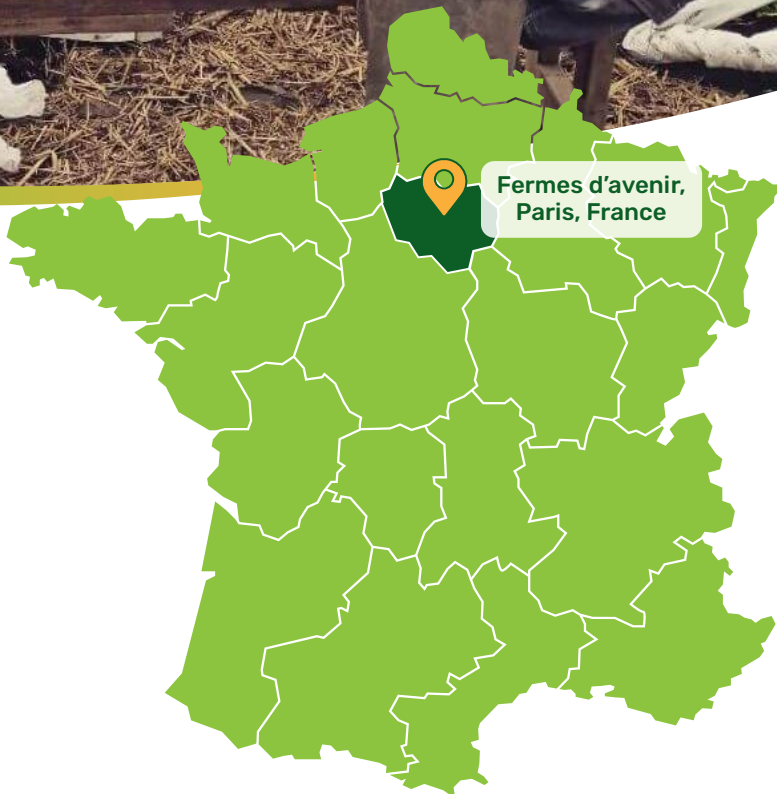


## Fermes d'avenir

Paris, France

## Terre 2 Cultures

Allover France



# Fermes d'avenir

**Name of the initiative (if different) in favour of migrants' integration:**

Compagnonnage en maraîchage

**Year of establishment:**

2013

**Links:**



[fermesdavenir.org](https://fermesdavenir.org)



[FermesdAvenir](https://www.facebook.com/FermesdAvenir)



[fermes-davenir](https://www.linkedin.com/company/fermes-davenir)

Fermes d'avenir, based in Paris, is an innovative agricultural organization that champions sustainable farming practices. Established in 2013, it has swiftly become a beacon of hope in the realm of agroecology. Their initiative, 'Compagnonnage en maraîchage', underscores their commitment to integrating migrants into the agricultural sector. By bridging the gap between the demand for skilled labor in organic farming and the talent available amongst refugees, Fermes d'avenir is not only fostering agricultural advancement but also contributing significantly to the social fabric of France.

## General description of the organization and its activities

Fermes d'avenir, situated in Paris, epitomizes the fusion of traditional farming techniques with modern sustainable practices. Pioneering the path of agroecology, this organization has been a frontrunner in promoting organic and alternative agriculture. Recognizing the dual challenge of a demand for skilled labor in organic farming and the availability of competent refugees, Fermes d'avenir initiated 'Compagnonnage en maraîchage'. This unique program seeks to connect passionate refugees with agricultural opportunities, ensuring mutual growth. Regular visits to various sites enable the team to monitor supported individuals, understand farmers' needs, and collaborate with local volunteer networks. The organization's multifaceted approach facilitates refugees' integration into the French agrarian landscape, thereby addressing both societal and agricultural challenges.

By producing a variety of crops and food items, Fermes d'avenir not only bolsters France's organic food sector but also paves the way for a socially inclusive and sustainable future.

## Location

Paris (HQ) and activity all over France.

## Number of workers (A) and migrant workers (B) of the organization

23 workers, no refugees in the team, they are beneficiaries

## Country of origin of the migrant workers

Afghanistan, Eritrea, Sudan, Cambodia, Ghana, Mali, and Côte d'Ivoire

## Reasons and motivations of the integration initiative involving migrants

Fermes d'avenir has a holistic approach to farming. With the burgeoning demand for organic and alternative agriculture, there is a pressing need for skilled labor. Interestingly, this demand coincides with the availability of competent refugees eager to contribute their expertise. Recognizing this serendipitous overlap, Fermes d'avenir has taken strides to address this dual need. By establishing a symbiotic relationship between the agriculture sector and the refugee community, the organization has found a harmonious solution to both challenges. Their collaboration since 2016 with the SOS group further amplifies their dedication to creating a seamless integration process for refugees, ensuring that they not only find employment but also a sense of belonging and purpose in their new homeland."

## Number of workers and number of migrant workers involved in the integration initiative

35 refugees out of 140 people accompanied since 2019.





## External stakeholders associated

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Fermes d'avenir collaborates with several external stakeholders to amplify its reach and impact. A pivotal association has been worked with the SOS Group since 2016. SOS Groupe is a group of associations, a major player in the social economy and a European leader in social entrepreneurship. It groups together 750 establishments and services, associations and social enterprises, which undertake to benefit people in vulnerable situations, future generations and local communities.

While they don't have a designated technical partner, Fermes d'avenir collaborated with entities like asylum seekers hosting centres and work integration schemes (people on welfare oriented by social workers) , who play a significant role in directing individuals to them.

Since 2023, they've forged partnerships with work integration schemes (people on welfare oriented by social workers) from Île-de-France, beekeeping farmers, and the vegetable gardens of Marcoussi. Additionally, their association with the Cocagne network farms and a partnership with Wemove, which focuses on rural mobility workshops, underscores their commitment to holistic development.



## Description of the inclusion process step by step

### 1. Identification and Outreach

Potential beneficiaries, primarily refugees, are identified through partnerships with organizations like asylum seekers hosting centres, work integration schemes (people on welfare oriented by social workers) and the SOS Group. Workshops and introductory sessions are organized to inform them about the opportunities at Fermes d'avenir.

### 2. Skill Assessment

A comprehensive assessment of the individual's agricultural skills, knowledge, and experience is conducted. This helps in matching them with suitable roles and responsibilities.

### 3. Training and Workshops

Beneficiaries undergo training sessions to familiarize them with organic and alternative farming techniques practiced at Fermes d'avenir. Trainings and practical internships are organized from February to October every year.

### 4. Integration into Work

Once trained, individuals are integrated into the farming activities, be it in beekeeping, vegetable gardening, or other agricultural tasks. They are paired with mentors for on-ground guidance.

### 5. Continuous Support

Regular site visits ensure monitoring and support. Feedback sessions help address challenges faced by the refugees, ensuring their smooth transition and integration.

### 6. Community Building

Beyond work, efforts are made to build a sense of community. Cultural exchange programs and events foster intercultural understanding and camaraderie among all workers.

### 7. Future Opportunities

For those showing exceptional skills and dedication, opportunities for advanced roles and responsibilities are provided, ensuring their growth within the organization.

## Impact of the initiatives

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### Main impacts on multicultural teams' management

The integration of diverse profiles into the farms has had a palpable effect on the dynamics of the teams and the approach of farm managers. While the farms have had previous experiences working with such profiles, recent initiatives have brought to light the profound impacts of multicultural interactions. For instance, this year witnessed an enriching collaboration where an Afghan beekeeper interned at a farm in the region of Paris, introducing and sharing his unique beekeeping techniques. Such exchanges are not merely transactional; they foster growth, learning, and mutual respect. The teams have benefited immensely from these interactions, expanding their horizons and imbibing diverse agricultural techniques.

Moreover, non-French speaking members have seen marked improvement in their French language skills, facilitating smoother communication. A notable outcome has been a deeper understanding and appreciation of local cultures, bridging cultural gaps. While many of these impacts are individual, reflecting personal growth and development, they collectively contribute to a more inclusive and harmonious work environment. Even the more reserved members have become more open, showcasing increased confidence. Overall, these initiatives have steered the path towards greater agricultural empowerment, paving the way for a more inclusive and knowledgeable agricultural community.

### Main impacts on work inclusion

The initiatives at Fermes d'avenir have witnessed tangible outcomes in terms of social inclusion. The 'Compagnonnage' program, specifically tailored for migrants, has seen successful completion by several Afghan companions who subsequently found employment at Fermes d'avenir. In addition to these, others have secured permanent contracts (CDI), showcasing the effectiveness of the program in integrating migrants into the workforce. While many have thrived in the agricultural sector, there have been instances where individuals transitioned to employment opportunities outside agriculture.

Tracking the progress of these beneficiaries post their formal support phase poses challenges. Although the organization endeavors to follow up on the trajectory of these individuals, they maintain a respectful distance, ensuring they do not overlap or interfere with the responsibilities of the subsequent social workers or support systems. This approach underscores Fermes d'avenir's commitment to genuine empowerment without infringing on the autonomy and privacy of the beneficiaries.

## Impact of the initiatives

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### Main impacts on social inclusion

Fermes d'avenir's programs, including the 'Compagnonnage', play a role in enhancing social inclusion. After the program, many Afghan participants found roles at Fermes d'avenir, with some getting permanent contracts. The initiatives show their potential in social inclusion. Participants mainly work in agriculture, but some explore other areas. A significant impact is the influx of younger individuals to older rural communities. The diverse team compositions lead to improved team dynamics and mutual learning.

Over time, migrants are becoming more accepted in local communities. Stories, like Amadou's transition to a vegetable grower in Auvergne, highlight individual successes. While tracking participants post-support has challenges, Fermes d'avenir respects their independence. These efforts aim to create a community where diverse cultures and experiences coexist.

### Challenges met and how they were overcome

The main and most important challenge is to secure the workers he needs every time to complete the work that needs to be done in his fields and not lose his production.

The second very important requirement is that they speak the Greek language at a satisfactory level. Experience has shown them that if they do not speak the language they cannot perform as well and as quickly because they are not sure that they have correctly understood the commands given to them.

### Challenges not met and reasons why

Only in the case that he will have to hire more seasonal workers, the challenge is to find them on time and also to speak the language so as to be able to communicate.

## Logistics

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### Logistic transports from house to work

Most of the workers have accommodations, either through social housing or within asylum seekers hosting centres or Temporary accommodation centresil (CPH), which are conveniently located near the integration farms. Their commute is facilitated either through personal means or public transportation. However, the logistics of this transportation are not overseen by the farms or asylum seekers hosting centres.



## Materials and human resources

A project manager, French as a foreign language teachers, a trainer, agronomists who assist in administration, communication. They have little equipment because the work is done on the farms. They rent rooms for theoretical training and catering during this day.

## Time /Workload

Most positions are full-time roles. Additionally, agronomists, while engaged in full-time capacities, dedicate a 20% of their time to this specific programme

## Costs

Salaries, renting rooms : "The primary expenditures encompass salaries for the staff and the costs associated with renting rooms for training and other organizational activities.

## Training issues

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### Training needs to deal with migrants according to the role

Addressing the training needs for dealing with migrants is multifaceted and largely contingent on the specific juncture of intervention. At the forefront, there's a pressing need for individuals who possess expertise in the agricultural domain. Their role is pivotal in imparting the nuances of farming techniques and best practices, ensuring that migrants are well-equipped to contribute effectively to agricultural tasks. Simultaneously, the presence of social workers is indispensable. They play a crucial role in facilitating the smooth integration of migrants, addressing their socio-emotional needs, and ensuring that they acclimatize to the new environment without undue distress.

Moreover, as communication is foundational to any effective collaboration, training in 'French as a Foreign Language' (FLE) is essential, especially for educators. This ensures that language doesn't become a barrier and that migrants are empowered with linguistic skills that will benefit them both within and outside the agricultural sector. In essence, the training regimen is tailored based on the specific roles, be it an owner, a foreman, or any other position, ensuring that each stakeholder is adept at fostering an inclusive and productive work environment.

## Training needs targeted to national workers in worksharing with migrants

One of the paramount training needs for national workers collaborating with migrants is cultivating a nuanced understanding of the refugees' origins without delving into emotional extremes. It's essential to grasp the essence of 'exile' and familiarize oneself with the pivotal stages in the administrative trajectory that these individuals navigate. Furthermore, a foundational knowledge of agricultural practices in the refugees' native countries enriches the collaboration, offering insights into diverse farming techniques and traditions. Equipping national workers with this contextual background fosters a more

harmonious and informed work environment. Beyond the technicalities, it's crucial to build interpersonal bonds among participants. The aim is to stimulate a genuine curiosity that transcends mere formality. This curiosity, when rooted in respect and empathy, ensures that interactions remain sensitive, avoiding probing questions that might inadvertently touch upon the traumas or challenging experiences the refugees have endured. In essence, the training should encompass both factual knowledge and emotional intelligence, ensuring that the confluence of cultures and experiences is seamless and enriching.



### Suggestions and advices from the interviewee

It's imperative to approach initiatives with patience and a comprehensive perspective. Given the myriad of initiatives currently in motion, haste might lead to redundancy. The primary advice is to meticulously discern the exact needs and then juxtapose them against existing efforts. This ensures that new endeavors add value and don't merely replicate what's already in place. In essence, a deliberate and well-informed approach is the linchpin for successful and meaningful contributions.



# Terre 2 Cultures

**Year of establishment:**  
2018

**Owner/founder:**  
Pauline Viaralet

**Links:**



[terre2cultures.fr](https://terre2cultures.fr)



[terre2cultures](https://www.facebook.com/terre2cultures)



Terre 2 Cultures (T2C) plays a pivotal role in bridging two significant gaps. On one hand, it champions the cause of marginalized refugees, providing them with opportunities to integrate into French society. On the other, it addresses a pressing concern in the agricultural sector: the dwindling workforce in rural areas experiencing depopulation.

By offering employment in agriculture, T2C ensures refugees not only find work but also purpose and community. Every individual under T2C's umbrella benefits from a holistic approach that combines social support, tailored accommodation, and meaningful employment. This positions T2C uniquely, not just as an association but as an influential economic and social catalyst, actively rejuvenating and developing rural areas.



**Location:** Allover France

## General description of the organization and its activities

Terre 2 Cultures (T2C) helps new arrivals, particularly refugees, to integrate into France through employment in agriculture. To do this, T2C proposes to put farmers and agri-food businesses in touch with refugees who have expressed a genuine desire to work in this field. The team regularly visits each site to monitor the people supported, the needs of the farmers and the local network of associations and volunteers. T2C implements actions that help to remove the obstacles to the inclusion of these people in French society.

To achieve this, T2C is developing 5 areas of action to ensure successful integration in the areas concerned:

- Support in finding employment and accommodation
- Socio-educational support in accessing rights and healthcare
- Intercultural support
- Support in accessing housing
- Reinforcing independence in daily life

## Number of workers (A) and migrant workers (B) of the organization

7 employees, forming a multidisciplinary and multicultural team, have gradually been recruited to strengthen the support provided to these people. Country of origin of the migrant workers: Afghanistan, Congo, Tibet, Ukraine.

## Reasons and motivations of the integration initiative involving migrants

The agricultural sector in France has historically been a beacon of solidarity, actively supporting migrants. With over a century of experience with foreign populations, it presents unique advantages not found in other professional domains. These advantages include a deep-rooted familiarity with non-French speakers and a tried-and-tested approach to training and integration. Farmers, in particular, exhibit patience and understanding, recognizing that newcomers, whether foreign or not, typically require a mere two-week period for effective integration.

Furthermore, it's crucial to understand the diverse backgrounds of refugees. For instance, while the early waves of refugees from conflict zones often comprise the elite, such as engineers and doctors, there's also a significant influx from rural backgrounds like the Pachtouns and Afghans. These individuals, with their agricultural roots and hands-on experience gained during their journey to France, bring invaluable expertise to the table.

The COVID pandemic led to campaigns emphasizing the importance of agriculture, suggesting that anyone with the physical capability could contribute. However, the reality underscores the necessity of specific skills and experiences, making agriculture a positive and sought-after domain. Many refugees, rather than seeking the hustle and bustle of city life, yearn for tranquility. Engaging with nature, for them, is not just employment but a therapeutic process, allowing them to connect, ground themselves, and recalibrate both spatially and temporally.



## Number of workers and number of migrant workers involved in the integration initiative

300 refugees have benefited from the Terre 2 Cultures global support scheme since it was set up in December 2018. 16 farmers have become partners of the association, offering employment (fixed-term, open-ended contracts) and accommodation to the refugees supported. They follow an average of 130 migrants per year.

## External stakeholders associated

TERRE 2 CULTURES has garnered support and funding from a few key stakeholders, ensuring the successful implementation of its initiatives. Collaborations have been established with DIAN, DIAIR, and DETS (deconcentrated local authorities of the government).

### Description of the inclusion process step by step

TERRE 2 CULTURES employs a detailed inclusion process tailored to ensure the successful integration of refugees into the agricultural sector.

The process begins with a systematic approach where in-depth interviews are conducted with potential candidates. These interviews aim to match refugees with farmers based on their skills, profiles, and employment expectations. Some refugees come with specialized skills, while others seek short-term employment for immediate financial relief.

Once matched, the refugee signs a standard employment contract. Simultaneously, housing arrangements are made. These range from social housing to accommodations provided directly by the employer. In certain instances, the

association steps in to rent properties, which are then sub-leased to refugees. This is particularly essential in regions with far-right inclinations, ensuring safety and acceptance for the refugees.

Employment success is evident, with 10% of the interviewed refugees securing jobs through this initiative. Beyond mere employment, the association offers continuous support. This includes a dedicated WhatsApp group facilitating communication with the entire team. Monthly on-site visits are conducted to ensure the well-being and integration of the refugees. Additionally, administrative assistance, healthcare access, cultural excursions, nature trips, heritage explorations, and recreational activities are provided, further enhancing the integration experience.

## Impact of the initiatives

### Main impacts on multicultural teams' management

The initiatives of TERRE 2 CULTURES have transformed the lives of many refugees, offering them not just employment but a chance at a renewed life.

## Main impacts on multicultural teams' management

An exemplar case is that of Yacine, a 23-year-old who, when he first arrived, was grappling with PTSD and language barriers. His initial shyness and reticence were evident, but with the right support and guidance, his journey saw a remarkable transformation. Within a year, he grew confident, learned French, and showcased a buoyant personality. Today, he has been a salaried member of the association for over four years. Such stories underscore the profound impact on work inclusion that the organization has achieved, turning around lives and enabling refugees to contribute meaningfully to the French agricultural sector.

## Main impacts on social inclusion

In addition to employment, the initiatives also focus on aspects of social integration. Refugees, who initially might be viewed as newcomers, gradually become more involved in local communities. Yacine's experience provides an example: aside from his job, he participated in sports, took French lessons, and practiced boxing. His relationship with the co-founder and interactions with volunteers show the social ties he developed. The program aims to go beyond just work; it emphasizes familiarizing refugees with local customs and building relationships. The association supports this with consistent guidance, cultural excursions, and leisure activities, helping refugees to not only work but also settle and integrate into the local community.

## Challenges met and how they were overcome

One significant challenge was the varied backgrounds of refugees. While some need intensive support initially due to traumas faced, others have different needs. The association addressed this through personalized support, ensuring that each refugee's unique journey was recognized and catered to.

## Main impacts on work inclusion

The essence of work inclusion is not just about providing employment but ensuring that individuals are integrated into their roles, allowing them to thrive and contribute effectively. The initiatives of TERRE 2 CULTURES stand as a testament to the profound impact on work inclusion. The story of Yacine is emblematic of this impact. Once a young man grappling with the challenges of PTSD and language barriers, he transformed into a confident individual, mastering the French language and actively contributing to his workplace. His journey from an introverted individual to a salaried member of the association for over four years showcases the transformative power of inclusive work environments. But Yacine's story is not an isolated one. The association's efforts in matching refugees with suitable roles, providing continuous support, and ensuring their well-being have resulted in genuine work inclusion, where refugees are not just employees but valued members of their respective organizations and communities.

## Challenges not met and reasons why

Language barriers remain a challenge. While many refugees pick up conversational French, achieving proficiency, especially in technical agricultural terms, is an ongoing journey.



## Logistics

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### Logistic transports from house to work

The transport logistics for the refugees from their homes to work vary significantly depending on the location. In some areas, scooters and bicycles serve as the primary mode of transportation, while in others, shuttles are used. However, challenges arise in isolated regions where standard transportation options might not be as accessible.

### Materials and human resources

The procurement of materials and the arrangement of human resources is a collaborative effort, often involving consultations with the governments of various countries. As a reference, in countries like Germany, asylum seekers are granted the right to work, which aids in the resource allocation process.

### Time/Workload

These parameters are dynamic and are tailored based on the specific needs of the refugees, the requirements of the job roles, and the resources available. The association ensures that the workload is manageable.

### Costs

There is no specific cost to present as they are optimized to ensure sustainability of the initiatives.

## Training issues

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### Training needs to deal with migrants according to the role

When dealing with migrants, the training requirements differ based on the role. For roles like owners or foremen, there's a pronounced need for social work training. This is essential to understand the unique challenges and backgrounds that migrants come from. Additionally, having peer helpers, especially refugees who have traversed similar journeys, can be invaluable. These peer helpers provide insights, share experiences, and offer guidance in a manner that resonates deeply with new migrants. Moreover, given the agricultural focus of the association, imparting agricultural knowledge is paramount. This ensures that migrants, irrespective of their role, have a foundational understanding of the sector, its practices, and its expectations.

### Training needs targeted to migrants

Farmers, who are at the frontline of this initiative, often express a preference to conduct training themselves. They believe that the nuances and specificities of each migrant's background require a tailored approach, best delivered personally. However, there are gaps identified in the training modules.

There's a need for training in areas like operating tractors, mechanics, and managing phytosanitary products. One challenge is the literacy levels, as many migrants come from backgrounds where formal education was limited or non-existent. Thus, the training modules need to be intuitive, hands-on, and accommodating of these literacy challenges.

## Training needs targeted to national workers in worksharing with migrants

For national workers collaborating with migrants, the training needs are different. The primary focus is on fostering understanding, promoting collaboration, and ensuring seamless communication.



Given the diverse backgrounds migrants come from, national workers are trained to be culturally sensitive, patient, and accommodating. Workshops on team dynamics, conflict resolution, and effective communication are essential.

Additionally, understanding the broader goals of the initiative, the challenges migrants have faced, and the value they bring to the table helps national workers see beyond just the work and appreciate the larger social impact.

## Suggestions and advices from the interviewee

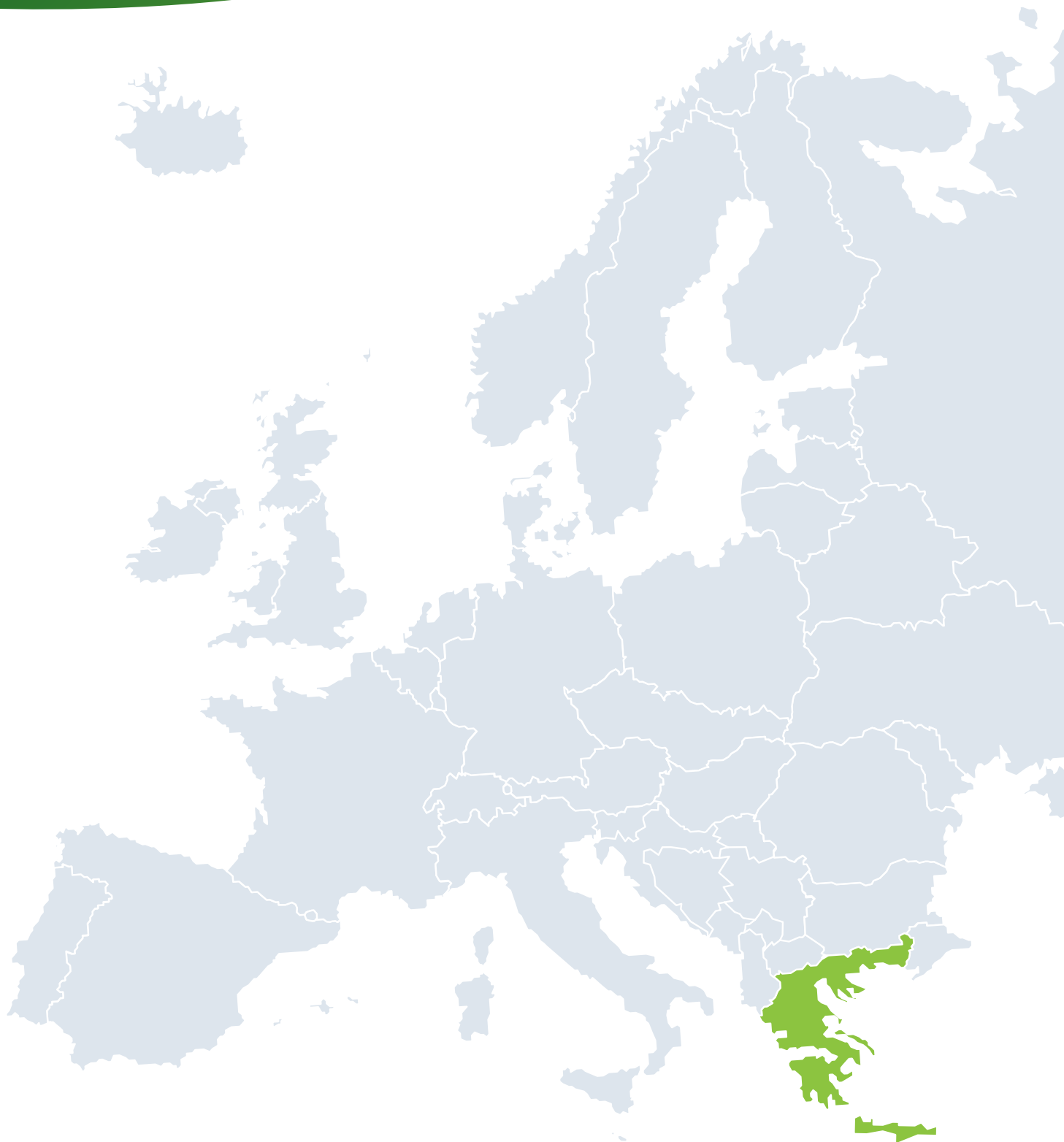


One of the pivotal pieces of advice from the interviewees is to place unwavering trust in the farmers. These agricultural experts have a longstanding history of welcoming and integrating newcomers, leveraging their experience and insights to ensure smooth transitions. It's their hands-on approach and deep understanding of the field that makes them invaluable in this initiative.

Furthermore, it's essential to recognize that refugees are not children. They come with a wealth of experiences, skills, and resilience. Offering only training sessions, particularly if they come across as patronizing, can be counterproductive. It's vital to avoid a colonialist approach to education and instead recognize the inherent capabilities of these individuals. Every refugee is integrable and employable, and it's crucial to approach them with respect, dignity, and an understanding of their potential.

# 03

## Greece



**Mr. Agisilaos  
Rapsaniotis**

Tyrnavos, Thessaly

**Christos  
Voulgaris**

Agios Konstantinos,  
Prefecture of Sterea  
Ellada, Fthiotida



# Christos Voulgaris

**Owner/founder:**  
Christos Voulgaris

**Year of establishment:**  
Active over several generations



Agios Konstantinos,  
Prefecture of Sterea  
Ellada, Fthiotida

Mr. Christos VOULGARIS is a farmer and the owner of olive groves in the area of Agios Konstantinos in Fthiotida. The olive groves belong to the family from previous generations and Mr. Voulgaris continues the family tradition. In addition to olive cultivation, he is also professionally engaged in apiculture.

We should mention that Mr. Voulgaris is also the President of the local Agricultural Olive Oil Cooperative of Agios Konstantinos who has 210 registered members, most of which are involved in the cultivation of olive trees. Overall, the total area of olive groves from

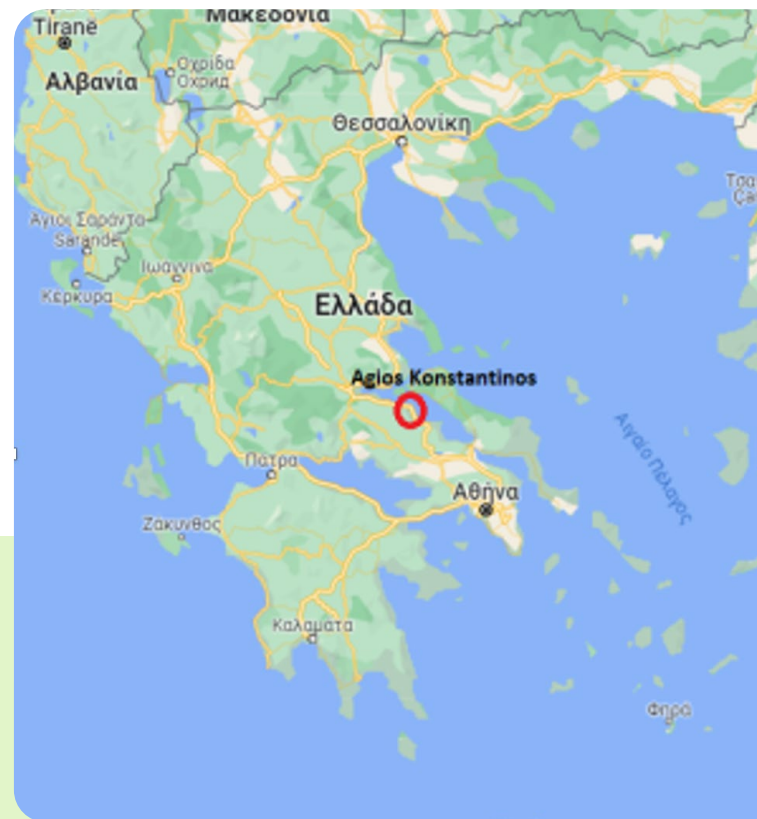
their members corresponds to 750 hectares or about 127.500 olive trees. Through this role represents and takes care of the issues that concern the farmers of the area, one of which is the demand of agricultural permanent or seasonal workers.

In addition, he is an advocate of the circular economy and the protection of the environment and because of this he has participated in significant research and demonstrative national and European programs and projects, where pilot actions have taken place in his olive groves and in olive groves that belong to members of the Cooperative. He sells olive oil, table olives and a variety of honey to wholesalers but also directly to consumers.

In Agios Konstantinos, there is one of the most historic olive groves in Greece, which is part of the wider olive grove in Fthiotida. It spreads on over 2000 acres, whose main varieties are Amfissis and secondarily Kalamon, in other words, mainly for the production of table olives.

The most basic characteristic of these varieties is that they produce large amounts of wood when they are pruned.

The olive tree cultivations in Greece are highly fragmented; as an indication, in the area of Agios Konstantinos, the local cooperative has 210 registered members and about 750 ha of olive groves (corresponding to 3,6 ha/farmer or 612 olive trees per farmer on average). Farmers collect olives from late October – December; if the purpose of the cultivation is olive oil production, they sell their product to local olive mills, which usually are of a relatively small production capacity of olive oil for Greece.







## **General description of the organization and its activities**

As already mentioned, Mr. Voulgaris is a farmer and the owner of olive groves in the area of Agios Konstantinos in Fthiotida. The olive groves belong to the family from previous generations and Mr. Voulgaris continues the family tradition. He owns 7 hectares of olive groves both in the lowland part of Agios Konstantinos and in the highlands, where the oldest olive trees are located.

The olive cultivation follows the olive growing practices, which depend each year mainly on weather conditions. Cultivation practices are mainly plant protection, fertilization, pruning, removal or incorporation of prunings and plowing (depending on the field). He cultivates varieties as Amfissis and Kalamon and he produces yearly in total 5 tons of olives for olive oil and 15 tons of table olives.

He is also active in the field of apiculture dedicating 4 hectares to this activity. In this field, the work required is mainly done by him and family members, but in times when the work is very intensive, he also employs one or two workers. The total annual honey production (of all varieties), is 450 kg.

## **Number of workers (A) and migrant workers (B) of the organization**

At this farm business, the owner is working together with 2 permanent full time employees that he employed 15 years ago and 6 seasonal employees during the harvesting season.

## **Country of origin of the migrant workers**

Both permanent workers and seasonal ones are from Albania.

## **Reasons and motivations of the integration initiative involving migrants**

Gradually, in recent decades, local land workers in rural areas are recorded to leave the countryside and farm work and choose other professional fields, resulting in a significant decline in the rural population. The constant need for land workers was gradually covered by the employment of migrants, mainly from the neighboring countries of Greece (Albania, Bulgaria). But, especially in the last 3 years, there is a lack of foreign agricultural workers, both permanent and seasonal, which leads farmers to decide even not to harvest their products.

In the case of Mr. Voulgaris, both permanent and seasonal migrants, who have settled in Greece or come every year, have been working for him for several years. The farmer hired the permanent migrants 15 years ago and as he offered them permanent work and a place to live they decided to bring their families in the area. The farmer took

care of the bureaucracy procedures. He has developed a good relationship with them and both sides are satisfied. On one hand, the employer with the performance, consistency and the terms of cooperation and on the other hand the workers with the working conditions, the safety, the insurance and the daily rate they have agreed.

## **Number of workers and number of migrant workers involved in the integration initiative**

8 migrant workers

### **Description of the inclusion process step by step**

Labor shortages in the primary sector are plaguing the country's agricultural cooperatives, triggering a series of problems around production. This is a problem that concerns the agricultural sector, a pillar of the Greek economy, which contributes significantly to its balance.

In Greece, as in several other European countries, there are different ways of searching for and inviting land workers. Such as, through government digital applications to search and apply for workers and jobs respectively. Through agreements between states and regulatory implementation framework. Through specialized agents who provide services to employers and workers, through acquaintances and recommendations, social media in specific pages, etc.

The integration process of the migrant land workers in the case of the permanent workers of Mr. Voulgaris, happened smoothly because the workers had already been in Greece for many years and thus had already learned the language to a satisfactory level and had integrated-harmonized with the local society completely.

The integration of seasonal workers in the case of Mr. Voulgaris has similarities with permanent workers, because it is done through recommendations and concerns workers of the same nationality (Albania), who have already been in Greece for many years, speaking the language, with family settled in the country in their own home.



## Impact of the initiatives

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### Main impacts on multicultural teams' management

Despite the fact that the selection of migrants as land workers was somewhat forced due to the lack of native workers, in the case of Mr. Voulgaris, the cooperation between employee and employer was smooth. The specialization of the workers contributed to this and above all the knowledge of the language which allowed for good communication and understanding from the beginning.

Any differences in culture, civilization, diet, worked rather positively, giving the opportunity for exchange of views and getting to know each other.

### Main impacts on work inclusion

A strong concern that employers always have in tasks that require teamwork and cooperation, is to have mutual understanding and respect among workers. That is because good collaboration and understanding allows to accomplish fast and well-done work.

In addition, it gives satisfaction to the employee that he is sufficient and efficient and minimizes insecurity for his job.

For the employer, an added benefit of getting the job done quickly and well is that he doesn't have to deal with tensions and issues between the workers.

The integration of migrant workers into the workplace in the case of Mr. Voulgaris was smooth without problems due to the satisfactory knowledge of the Greek language of workers.

Furthermore, the economic conditions and terms of migrant workers are the same and thus they feel equal members of the group.

The permanent staff is satisfied because they have a stable work all over the year as well as social insurance. In addition, their salary is paid on time and consistently. The seasonal workers on the other hand are also satisfied because they have secured work and income each year during the harvesting period of olive groves and also accommodation that is offered to them with no charge.



## Main impacts on social inclusion

The two migrant workers that are permanent staff live in the village for many years and they rent their own house where they live with their families. They have been fully integrated into the local society and they do not face any problems of social integration. They have developed friendly relationships with Mr. Voulgaris and with the locals as well.

The seasonal workers, who live in houses given to them by Mr. Voulgaris for free, haven't developed social contacts with the local community but they do not feel unwanted or socially excluded for as long as they stay in the area. Their main concern is to come and work for a period of time and save money to go back to their families.



## Challenges not met and reasons why

Only in the case that he will have to hire more seasonal workers, the challenge is to find them on time and also to speak the language so as to be able to communicate.

## Challenges met and how they were overcome

The main challenges was to find workers who would know at elementary level Greek so that they could communicate at least on issues related to farming practices. In addition, and especially for the case of permanent workers basic knowledge and skills concerning the cultivation of olive trees was desirable as the owner would not be obliged to be constantly with them and guide them.

At the beginning, the workers knew basic Greek which allowed them to communicate but currently they speak the language fluently.

In the case of skills and knowledge, both workers had basic skills but with patience and a positive spirit of cooperation on behalf of the owner, now they can organize farm work consistently.

In national level, according to the owner, the decisions that need to be made are first of all political and then all the necessary legislative arrangements should be made that will facilitate the employment of migrants in the agricultural sector.



## Logistics

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### Logistic transports from house to work

Since the olive groves are close to the village of Agios Konstantinos and also there is no public transportation, the owner determines the meeting point and time and he picks them up.

### Time/Workload

They work around 7 hours per day, depending on the workload and the season.

## Traning issues

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### Training needs to deal with migrants according to the role

Mr. Voulgaris believe that training of farm owners would be beneficial since they would have the opportunity to understand how cultural differences influence the behaviour of the workers and finding solutions for coexistence would benefit the work that has to be done.

### Training needs targeted to migrants

Mr. Voulgaris emphasizes the social integration of migrants. He believes that if there is social integration then coexistence will be harmonious and this will have a positive impact on their work. Care should therefore be taken the migrants to be trained regarding the cultural and religious customs in Greece which they should also respect.

In addition, fast-paced language learning courses with emphasis on communication to meet their daily needs as well as on hygiene, safety and basic farming practices would also be desirable.

### Training needs targeted to national workers in worksharing with migrants

National workers should be trained to understand that migrant workers come to fill job gaps not filled by natives and therefore should not be viewed as competitors or invaders. They should also be informed to raise awareness of both the social and cultural background of migrants and the reasons why they have migrated in search of work. In many cases the reasons are very important such as e.g. war, natural disasters, poverty. Greek workers should be trained to raise awareness so as to help both the labor and social integration of immigrants as well as to show empathy.



## Suggestions and advices from the interviewee



Mr. Voulgaris as a farmer but also as the President of the local agricultural olive oil cooperative recognizes the necessity for hiring migrants in the agricultural sector since there is a shortage of labor in the agricultural sector.

Concerted efforts by central administration and legal arrangements must be made both to find immigrants for these jobs and to improve their accommodation, education and integration into local rural communities.

At the local level, one idea that they are working on and trying to find a way to finance is to create facilities and infrastructure so that they can welcome migrants by offering them free housing.

Finally, he believes that the migrant workers should be recorded to the Public Employment Service. In this way they farmers will be able to pay their insurance, the migrants will pay their share of their insurance and the central administration will be able to design and implement more targeted policies and measures for both farmers and migrants





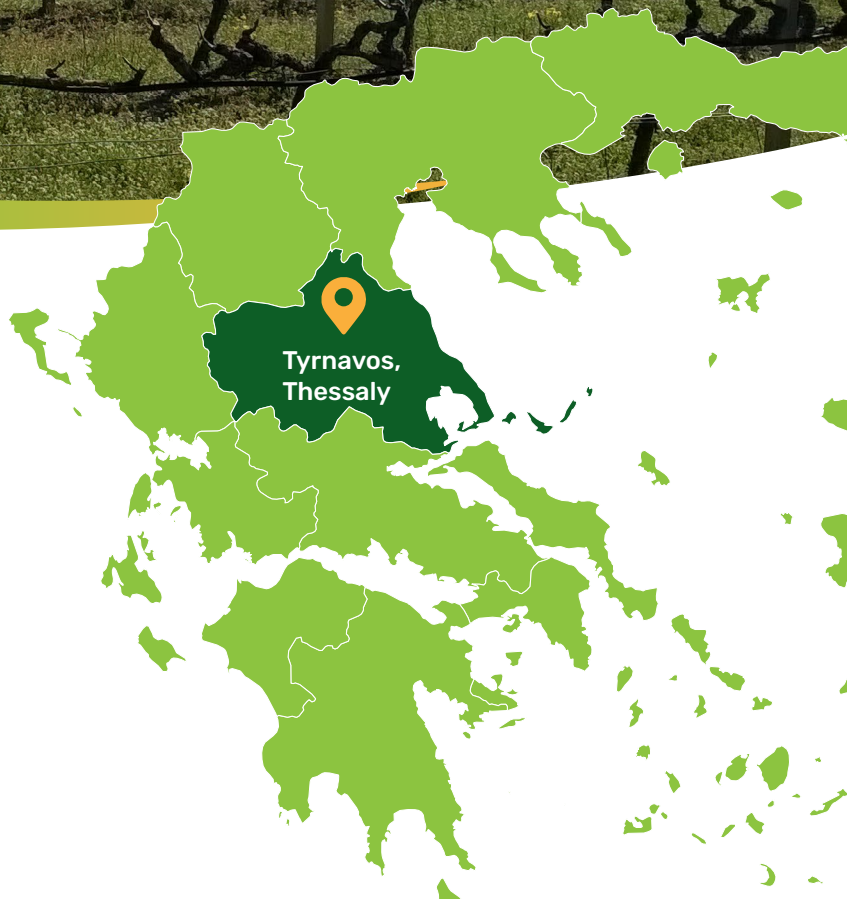
# Mr. Agisilaos Rapsaniotis

## **Owner/founder:**

Rapsaniotis family

## **Year of establishment:**

Active over several generations



Mr. Agisilaos RAPSANIOTIS is a farmer and owner of a substantial agricultural holding in Tyrnavos, -region of Thessaly – cultivating pears, peaches and grapes for wine and tsipouro, which enables him to be active privately. The total cultivating area consists of 1,8 ha with pears, 2,9 ha with peaches (nektarini variety), 3,3 ha vineyards.

He believes in cooperatives and has not gone into manufacturing because he sees that the future of the Greek farmer is in dynamic cooperatives with an export profile and economic self-sufficiency. He has a political profile and is interested in social and especially rural issues and has served

the society of Tyrnavos in several positions. As vice-president of Supervised Organization – Company (TOEB) from 1995 to 2000, as a member of Agricultural Wine Cooperative of Tyrnavos without interruption since 2000 and as President of Agricultural Wine Cooperative of Tyrnavos from 2010 to 2017.

He actively participated in the Central Union of Vine and Wine Producing Co-operative Organizations of Greece (KEOSOE) holding key positions and later as Vice-President of the Board of Directors. and its representative in National Interprofessional Association of Vine and Wine (EDOAO).

He participated in the Strategic Planning for Greek Wine and in the National Interprofessional Vine and Wine Association for many years, as a member of the Board of Directors. He was also a member of the strategic planning group for Greek Viticulture and interlocutor of all the Ministers of Rural Development.

Through his occupation in important positions in the agricultural sector, he has also

dealt with the issue of the employment of migrant land workers. A particularly important issue in the wider area of Thessaly, an area in which a significant percentage of the country's total agricultural production is produced.

He has participated in significant research and demonstrative national and European programs and projects, where pilot actions have taken place in his cultivating land, as an advocate of the circular economy and the protection of the environment. He sells his production to wholesalers, agricultural industries, but also directly to consumers.

The total area of Thessaly is 14,036 km<sup>2</sup> and represents approximately 11% of the total area of the Greek territory. It borders Macedonia to the north, Central Greece to the south, Epirus to the west, while to the east it is bordered by the Aegean Sea and the southern part of the Thermaic Gulf.

In the Region of Thessaly is 12.3% of the used agricultural area of the territory, which corresponds to 347.069,2 ha.

Additionally, in this area, 359,000 tons or 7% of the total 5,495,000 tons of our country are produced, approximately 1/3 of the apple trees are cultivated, of which, according to the same data, 129,000 tons are produced out of the 395,000 tons nationwide (apples 304,000 tons nationwide – 84,500 in Thessaly – Pears 81,000 tons nationwide – 43,300 tons in Thessaly).

As far as fresh vegetables are concerned, according to the same data, the total production of the country amounts to 2,330,000 tons and in Thessaly 278,000 tons (12%).

The largest percentage of production is found in the industrial tomato, where of the 315,000 tons produced by our country, 190,000 are found in the Region of Thessaly.





## General description of the organization and its activities

The family of Mr. Rapsaniotis in the area of Tyrnavos in Thessaly has 23 ha of arable land. On his name has a total of 8 ha of Pear, Nectarine and Vine crops. In the area of Kipileria and Tsamaslari there are 1,88 ha of pears. In the area of Tsamaslari and Sultana there are 2,85 ha of peaches and nectarines. And finally, in the area of Sprada and Kipileria there are 3,2 ha of vineyards with a variety of Assyrtiko, Moscato and Sauvignon.

He started with his brother working near their father to learn the job and slowly take care of all the crops and the cultivation practices and become a professional farmer.

Cultivation practices are mainly plant protection, fertilization, pruning, removal or incorporation of prunings and plowing (depending on the field).

The most intensive work is done during the period from April to September and from May to August, which are also the periods when the seasonal land workers are busy. During the pruning season, it employs specialized workers because it is very important work and requires special knowledge and experience.

## Reasons and motivations of the integration initiative involving migrants

Although Thessaly due to its position and its lands, is one of the most productive regions giving wealth to those employed in the agricultural sector, due to the very hard work very few decide to enter the sector. The continuous decrease in the entry of young people employed in the agricultural sector, as well as the ever-increasing agricultural-livestock exploitation, created the need to look for workers from other countries. The alternative would be to give up farming and see their labors go to waste, unable to harvest their produce.

Thessaly, due to its huge agricultural holdings, has been a pole of interest for the employment of economic immigrants from neighboring countries such as Albania. So gradually (for more than 30 years now) the need for labor in the agricultural sector is covered by migrants.

In the case of Mr. Rapsaniotis, the family business has been employing migrant workers from Albania for 35 years. It has a permanent staff of 2-3 people who live in the area with their families, speak fluent Greek and in most cases, their children are born in Greece.

## Number of workers (A) and migrant workers (B) of the organization

At this farm business, the owner is working together with 2-3 permanent full-time employees that he employed 30 years ago and 10 to 25 seasonal employees during the harvesting season.



## Country of origin of the migrant workers

Both permanent workers and seasonal ones are from Albania.

## Number of workers and number of migrant workers involved in the integration initiative

2-3 permanent migrant workers & 10-25 seasonal migrant workers

### Description of the inclusion process step by step

In Greece, as in several other European countries, there are different ways of searching for and inviting land workers. Such as, through government digital applications to search and apply for workers and jobs respectively. Through agreements between states and regulatory implementation framework. Through specialized agents who provide services to employers and workers, through acquaintances and recommendations, social media in specific pages, etc.

In the case of Mr. Rapsaniotis, in the first years the labor supply was greater,

because migrants arrived in the Thessaly area by the dozens because they knew that there was a demand for agricultural work. This allowed the farmer/employer to choose who to hire based on knowledge of the Greek language and age, both for permanent and seasonal workers.

In this way, the inclusion was done smoothly because he could agree and organize the work in the fields without significant difficulties. Of course, he himself made sure to help or even undertake to fully handle all the royalties in order for them to have insurance, work cards and housing.

## Impact of the initiatives

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### Main impacts on multicultural teams' management

Workforce is one of the many factors that significantly affect business profitability. This means that the employer has to ensure that the appropriate conditions prevail between the workers so that their coexistence is harmonious and thus the required tasks are completed.

In the case presented, the management of migrant land workers was done mainly with equal treatment (financial and workload) and supporting them in the needs they presented.

In the case of Mr. Rapsaniotis where there is a great demand for labor force, there is no competition between the workers and combined with the good knowledge of the language, he can coordinate the work as he wishes.



## Main impacts on social inclusion

The social integration of migrant's land workers in the place where they work is important both for them and their families and for the local community.

As mentioned earlier, in Thessaly migrant land workers have existed for many years. Their integration is complete and they work at all levels like the native ones.

Moreover, since their arrival filled an existing need at the local level that there was no other way to fill, it was a necessity for the local community to accept and integrate them.

The permanent staff live in the village for many years and rent their own house where they live with their families. They have fully integrated into the local society and have adapted their lives to the new conditions. They have developed friendly relations with Mr. Rapsaniotis and his family and also with the locals by participating in events and celebrations organized locally.

## Challenges met and how they were overcome

The main and most important challenge is to secure the workers he needs every time to complete the work that needs to be done in his fields and not lose his production.

The second very important requirement is that they speak the Greek language at a satisfactory level. Experience has shown them that if they do not speak the language they cannot perform as well and as quickly because they are not sure that they have correctly understood the commands given to them.

## Main impacts on work inclusion

Since human resources are vital to business, good working conditions must be ensured. These include satisfaction in terms of working conditions, to ensure the safety of land workers for their work.

The employer makes sure to treat them in the same way, demanding from them the observance of the agreement between them, having as an important tool the advantage that they speak the language to a satisfactory degree so that what they agree on can be understood. Workers who feel they are treated fairly perform and cooperate better with each other.

An additional reason for the harmonious coexistence of the land workers is that there are not so many different views and other cultivation practices that there are rivalries since all the workers he employs come from the same country.

In the case of Mr. Rapsaniotis, the permanent staff is satisfied because they have stable work all year round as well as social security and, moreover, their salary is paid on time and consistently.

Seasonal workers on the other hand are also satisfied because they have secured work and income every year in all crops during the harvest season but also in the pruning season as the case may be.

## Challenges not met and reasons why

Only in the case that he will have to hire more seasonal workers, the challenge is to find them on time and also to speak the language so as to be able to communicate.

## Logistics

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### Logistic transports from house to work

The permanent workers use the employer's vehicles to transport them to the fields and the same vehicles are used to transport the seasonal workers during the relevant periods, setting a meeting place centrally with easy access for all.

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### Time/Workload

They work around 7 hours per day, depending on the workload and the season.

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### Costs

45 € per day for non-specialized workers  
60 € per day for specialized workers

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## Traning issues

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### Training needs to deal with migrants according to the role

Mr. Rapsaniotis believes that employers should know in principle the conditions that forced the workers to leave their home country in order to show due understanding, but also be informed of the benefits that can be taken advantage of for them and inform them and they help with the procedures.

This presupposes that they themselves are aware of the regulations and laws of the state, both for the help of migrants and for their own benefit, knowing what their rights are and what their obligations are.

To be systematically informed about the legal framework of migrant land workers, their legalization procedures, the Bodies that should be addressed for questions and other formal or substantive issues that concern them.

## **Training needs targeted to migrants**

According to Mr. Rapsaniotis opinion, the training-information that should be given to the migrant land workers who come to our country, should be done in their language and should be on labor, tax, insurance, but also on cultural issues.

In terms of work, it will help them understand how the country's labor system works and therefore their rights-obligations, in terms of taxation so that they know how they should act when they start working, but also in terms of culture that will help them in their social integration which is equally important for the harmonious coexistence of the community.

It should be mandatory for them to take a series of language lessons so that they can understand and communicate in the best and most effective way.

To give them guidance for access to free government information platforms so that they can seek information on issues that arise and require a solution.

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## **Training needs targeted to national workers in worksharing with migrants**

Mr. Rapsaniotis believes that there is a distinction of needs in the way of management and training, depending on the undertaken responsibility.

If the local worker holds a position of responsibility as a supervisor, he should be informed about any matter concerning migrant land workers. Mainly for issues of insurance, remuneration, taxation and their transfer and accommodation procedures.

If he is an unskilled worker like the migrant land worker, he should recognize and understand the difficulty of living and working in a foreign country and this is not a matter of semi-nary but of culture and civilization of your place.

In addition, a co-worker, has the ability to help them integrate socially in the place where they live. In many cases and for a considerable period of time, they are the only people they know in the country.



## **Suggestions and advices from the interviewee**

Mr. Rapsaniotis believes that the most basic issue that should be resolved and concerns those farmers who are professionals and responsible businessmen is to pass the responsibility of insuring migrant land workers directly to them and not to the employer. In other words, he cannot ask to be paid without being insured.

He also believes that the income-related benefits given to them should be cut or their terms should be changed. The reason is that the land workers are pushing not to get the insurance commensurate with the work time they provided, so they can continue to enjoy the benefits. Thus, the farmer cannot declare the actual costs and illegality is favored.



# 04

## Italy



**Ariel  
Coop. Sociale**

Foligno, Umbria, Italy

**Azienda Agricola  
MADREVITE di Nicola  
Chiucchiurlotto**

Cimbiano, municipality of Castiglion  
del lago, Perugia



# Azienda Agricola MADREVITE di Nicola Chiucchiurlo



**Year of establishment:**  
2003

**Owner/founder:**  
Nicola Chiucchiurlo

**Links:**



[www.madrevite.it](http://www.madrevite.it)



[madrevite](https://www.facebook.com/madrevite)

Madrevite is a farm focused on producing high-quality DOC wines. Nestled in a picturesque location overlooking Lake Chiusi, it boasts vineyards renowned for their exceptional produce. For the meticulous management of these vineyards, Madrevite relies on seasonal workers, primarily for the viticultural tasks.

Due to the vineyard's high value and the premium quality of the wine it yields, a workforce of experienced and skilled individuals is essential. To meet these demands, Madrevite collaborates with an external cooperative. The cooperative's workforce predominantly comprises migrant workers with expertise in viticulture. Furthermore, Madrevite directly employs migrants for tasks such as harvesting and other manual labor, which they undertake alongside their permanent team. Madrevite combine their labors need which is concentrated in their pick season (April to June) with the employment of migrant workers that live nearby.

## General description of the organization and its activities

Madrevite is located in Cimbano, in the municipality of Castiglione del Lago between Umbria and Tuscany, in the province of Perugia, within the controlled designation of origin area "Trasimeno." The company covers a total of 17 hectares, divided into three different hills. Of these, 11 hectares are dedicated to vineyards, 5 hectares are olive groves in organic conversion, and the remaining land is used partly for arable crops and partly for the cultivation of "Fagiolina del Trasimeno" (in English cowpea). This area is renowned for the cultivation of various grape varieties, including Gamay del Trasimeno, Grechetto, and Sangiovese, which represent an heritage of great cultural and economic value.

The business is based on the valorization of niche products and their territory. The company in fact is part of the consortium "Consorzio Colli del Trasimeno" collecting all producers of the Controlled designation of origin (doc in Italian) of which Nicola is President. Madrevite being part of the consortium attend international initiatives to commercialize their wine DOC production. Madrevite is situated in an enchanting location, and they leverage this distinctive aspect of their business to enhance the direct sales process, offering an exceptional wine tasting experience in both the vineyard and their cellar. They also cooperate with some vertical marketplace to improve their commercial presence online.

## Location

Cimbano, municipality of Castiglione del Lago, Perugia

## Number of workers

- 9 with a permanent job- temporary job
- 6 to 8 migrant workers: 2 of them are directly employed by the company with a fix term, in compliance with the National collective contract of agriculture
- 6 to 8 contracting and external cooperative (Pakistani-managed cooperative) which is responsible for supplying agricultural labor.

## Country of origin of the migrant workers

Pakistan

## Provenience of the migrant workers within the country

They come from Tuscany as Madrevite is located in the hill between Umbria and Tuscany.

## Reasons and motivations of the integration initiative involving migrants

The challenges associated with labor in the agricultural sector are a prevalent issue across European countries, and Madrevite, like many other farms situated in rural areas, faces this challenge. Seasonality, demanding physical work, and remote farm locations are just a few of the factors contributing to the difficulties in securing a workforce. Madrevite, thanks to its strong local ties, has forged a valuable partnership with a local cooperative to address its seasonal labor needs, particularly during the critical period from April to June when vineyard wise growth activities are necessary for the well being of the vineyard.



The cooperative is responsible for supplying the required number of workers equipped with the necessary skills for various essential tasks. These tasks include pruning, vineyard maintenance, trellising, weeding, and cluster separation. Engaging the cooperative has proven indispensable, as recruiting such a specialized workforce independently would be a time-consuming and challenging endeavor.

The two temporary workers recruited directly from Madrevite have been met thanks to the cooperative and now involved in different manual tasks within the farm.



### Description of the inclusion process step by step

Madrevite has established a long-standing partnership with an external cooperative, and many of the cooperative's employees have remained consistent over the years. This continuity has fostered a familiar and easily manageable working environment for both parties.

The cooperative is responsible for the work committed in terms of time, working equipment, skills and transport. On the other hand the presence of Nicola and his stable staff ensure all the necessary indication and help that the crew might need for doing at their best the job committed. The external cooperative has a team leader who is in charge of organizing the crew work, managing time schedules and assigning tasks.

The two migrant workers recruited directly by Madrevite have been trained on the job working along with Madrevite stable team in a peer to peer relation.

## Main impacts on social inclusion

The process of inclusion can be considered ongoing. The two migrant workers directly employed by Madrevite are participating in Italian language courses and pursuing a driver's license course, which significantly enhances their integration into society.

Their employment under regular, albeit temporary contracts, recognizes their work duties and associated rights, contributing to their integration process. Both workers support their families in their home countries by regularly remitting a portion of their salaries. It's important to note that their primary focus is on saving money and improving their socioeconomic standing to eventually reunite with their families.

Their foremost objective is ensuring their families' well-being and dignity. Consequently, the formal process of integration is expected to commence once they are reunited with their families.

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## Main impacts on work inclusion

The dual channel of recruitment makes a different impact on the business although they both respond to the real need of workforce necessary to run the business. The two workers employees directly by Madrevite have a regular fix term contract in compliance with the National collective contract of agriculture and are mainly in charge of grape harvesting and various agricultural labor, while a team of workers is engaged contracting an external cooperative to whom is committed the wise growth activities which consist in the pruning and grapevine cultivation, green pruning, screw binding, clean the rows of the vineyard from weeds and divide the bunches of grapes.

The direct workers have more chance of interacting within the stable team and with the owners as their commuting is arranged by madrevite and they spend more time with the staff that train them and with whom they work along. The owner is also organizing the workload and the worksheet for them and they lead them during the working hours.

With regards to the external crew they have less impact as they are more autonomous and have less chance of interacting although both staff and management are available for any kind of support necessary

## Challenges met and how they were overcome

The main challenge highlighted concerns the language issue as some time can happen misunderstanding due to pronunciation or lack of vocabulary. The issue has been sorted by using a colleague more fluent to translate into their own home language or the use of technology as the vocal translator.

## Challenges not met and reasons why

The challenges can be read with two different perspective: for the workers, their objectives revolve around achieving independent housing and reuniting with their families.

On the manager's side, the aim is to render the workers self-sufficient in terms of transportation and streamline bureaucratic processes that occasionally hinder the hiring and social integration of workers into society.

The challenge has not met because it would need a multilevel and multi stakeholders involvement.

## Logistics

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### Logistic transports from house to work

The external cooperative have his own means of transport carrying workers from the reception center to the farm and back. Madrevite arrange, instead, the commuting for the two migrants employee while they are waiting for their driving license.

## Training issues

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### Training needs to deal with migrants according to the role

Madrevite believe that many farm owners lack of a background capable of understanding cultural differences and language disadvantage so a training able to raise awareness between entrepreneurs can be helpful for managing a multicultural team.

### Training needs targeted to migrants

Madrevite considers cultural training very important for migrants in terms of inclusion. Cultural evidence as the securities on the job place (which is mandatory in Italy for working) are very far away from the standard and background of some extra-European countries. Also the knowledge of human rights and social duties are a matter of importance for undertaking a path of inclusion in the country of arrival. Multichannel training material might be useful for migrants.





## **Suggestions and advices from the interviewee**

The inclusion of migrant workers cannot be delegated to farmers or NGOs. Inclusion necessitates the collective effort of all social stakeholders, commencing with the formulation of equitable migration policies and the development of collaborative inclusion strategies. It is imperative that we do not delegate or marginalize the migration phenomenon, which has a profound impact on both urban and rural social dynamics.





# Ariel Coop. Sociale

**Year of establishment:**  
1995

**Owner/founder:**  
Fabrizio Dionigi

**Links:**



[www.arielcoop.it](http://www.arielcoop.it)



[ArielCooperativaSociale](https://www.facebook.com/ArielCooperativaSociale)



Ariel is a social cooperative established in 1995, providing services in various fields and running a farm producing fruit, vegetables and ornamental plants. Since the beginning ARIEL was inspired as a social cooperative type B, whose aim is to allow people not commonly considered productive and therefore to be “assisted”, to be able to integrate into the production system and at the same time recover dignity and give meaning to their lives through the experience of concrete work.

They employ, through different ways and channels, also in collaboration with institutions and local authorities, people who are at a disadvantage, including asylum seekers. Some of the disadvantaged individuals who initially joined the cooperative through an internship or individual grant have, over time, successfully transitioned their contracts from temporary to permanent positions such as the case of the Ghana migrant.

## General description of the organization and its activities

Ariel is located near Foligno (Umbria, Italy) with a total of 7 hectares producing organic fruit, vegetables and ornamental plants. The social farm is constituted of two branches, a farm producing field and greenhouse grown organic fruit and vegetables, and a farm shop selling organic food. An excellence of their activities and products can be considered the self-produced extra-virgin olive oil PDO Umbria from the historical olive grove area Assisi-Trevi, that has been recently included by UNESCO within the Globally Important Agriculture Heritage Systems (GIAHS), commercialized under the exclusive brand "Villa Fabri" from secular olive trees. Villa Fabri, which is a member of the European Garden Heritage Network, is a property of the municipality of Trevi, including ancient olive trees whose harvest has been assigned to the Cooperative Ariel.

There is also a section of the cooperative providing gardening services, including a plant nursery. Recently they launched an e commerce offer through the in house website <https://www.cibonostrvm.com/it/> under the brand "Cibo Nostrum" gathering food products from other 10 organic farming firms and the network "Raccolti di community" with participation of other four social farms.

### Location

Foligno (PG)

### Number of workers and migrant workers of the organization

20 workers and 3 migrant workers of the organization.

### Country of origin of the migrant workers

Ghana (permanent job), Albania and Moldova (temporary job), Africa (seasonal workers).

### Provenience of the migrant workers within the country

They all work in the proximity of the farm.

### Reasons and motivations of the integration initiative involving migrants

Ariel has a vocational reason to include migrants in the workplace as one of its activities as a cooperative of type b is to promote and facilitate the inclusion of people in disadvantaged situations. On the other hand Their main farm activities are the organic vegetable garden, production of ornamental plants in greenhouses and open fields which require an important manual work for activities such as seedling transplants, weeding, weed eradication and harvesting which needs skilled workforce. Green management is another important part of their business for which they require skilled workers. They also employ seasonal workers for the olive harvest.

The president of the cooperative is also very sensitive to immigration issues and due to personal experience is now considering as a priority the work inclusion of migrant people in the agricultural sector starting from his cooperative.

## Number of workers and number of migrant workers involved in the integration initiative

At this time we can count three person involved.

### External stakeholders associated

ARIAL for its nature has several contacts with the local authorities, with who interact for different needs linked to their mission. They have a close relationship with the municipality for the management of historical olive grove area Assisi-Trevi, with l'ASL3 UMBRIA ( local health public center for the mental disease), whit the local jail authorities for the rehabilitation trough work of detainees, Caritas and other local association such as Cidis ( in the past) for the integration of asylum seekers.

### Description of the inclusion process step by step

The cooperative has extensive experience in integrating individuals with various disadvantages. One noteworthy success story involves a Ghanaian migrant who now holds a permanent position at Ariel. This integration journey began a decade ago with an internship that evolved into a temporary role and ultimately culminated in a permanent position.

Initially, he received support from another cooperative specializing in migrant management (Cidis), which provided him with accommodation and access to public transportation.

Once his employment contract became stable, he decided to rent an apartment

and shared it with an Italian partner.

This arrangement allowed him to fully enjoy all the employment rights stipulated by the national contract, including access to health insurance and various fiscal benefits.

On the other hand, the other two temporary workers, one from Moldova and one from Albania, were hired through a local prison program. While they do hold temporary legal employment, they are required to return to the prison facility once their working hours are completed. The prison authorities provide transportation for their commute.



## Impact of the initiatives

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### Main impacts on multicultural teams' management

Ariel's team is very heterogeneous and many of them came from disadvantaged situations. With regard to the inclusion path of the Ghana migrant the primary challenge faced was the language barrier, as he had a limited command of Italian.

The welcoming cooperative Cidis provided Italian language courses, which greatly facilitated their integration. The migrant has shown from the very beginning an interest in the work and a willingness to learn more about work and culture. Even for their mission, the management was open to cultural differences and willing to accompany him in his life project.

The employer has always hired in compliance with the National collective contract of agriculture recognizing their work duties and associated rights. After 10 years he still works within the company team within a permanent contract, and has an Italian partner he met in the workplace. The other team members (Italians) are very open and supportive, have no prejudices and support the newcomers in their daily activities at the farm.

### Main impacts on work inclusion

ARIEL inclusion process is well tested and they have an internal procedure planned on three steps:

- **Preliminary phase:** getting to know the subject through an in-depth network of contacts involving the President of the Cooperative and the stakeholders.
- **Second phase of skills assessment:** adaptation to the work environment and analysis of relational methods more suitable in the context of the job.
- **Customized pathway:** to identify active search methods based on the individual's potential.

The person placed will have a team leader who will act as a job mentor for their integration.

The effective labor inclusion process is based on the learning by doing and observational learning which compensates when necessary, the linguistic barrier. Once the employee becomes autonomous, the trainer only supervises the activities and is available when needed.

This path applies to different kinds of disadvantaged people involved in the work inclusion process, the peculiarity is that Ariel is able thanks to their competency to shape a personalized program based on the singular needs: people matter.

After a few years of work as a labourer, the Ghanaian migrant changed his job position and became a garden keeper.



## Main impacts on social inclusion

The long-term inclusion process can be considered a best practice in fact the Ghanaian migrant who started with an internship and used to live in a shared house provided by a reception center, now holds a permanent job, his own rented apartment and an Italian partner with whom he had a child. He reaches the workplace with his own vehicle (bicycle) and is well integrated into society. Due to their condition as detained, they are facing a preparatory social inclusion program for when they would have finished their jail obligations.

## Challenges not met and reasons why

According to Arial's vision and mission, the farm is very sensitive to the inclusion process and the cooperative would like to develop a model to support migrants in this process. The idea they would like to start up is a farm development center based on training activities on the job to improve their skills in the agricultural field providing them accommodation during the training course. This challenge has to been achieved as yet due to bureaucracy issue and because they need to strengthen the relationship with local stakeholders who might be interested in this project.



## Logistics

### Logistic transports from house to work

Arranged by the migrants or by the organization involved in the inclusion process

### Materials and human resources

President of the cooperative, team leader in the farming activities

**Time/Workload** • Regular

**Costs** | In accordance with National contract of Agriculture

## Training issues

### Training needs to deal with migrants according to the role

Many farmer are considered able to manage team of migrant but they lack in cultural approach, therefore a training in this direction can be useful for the sector

### Training needs targeted to migrants

Training in working duties and right so as safety in the workplace are fundamental

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## Suggestions and advices from the interviewee

A stronger network between social farms and reception center would be useful for migrants in order to be included in the farm sector, guarantee them cure and a shaped path for an active integration process.



# 05

## Spain



**IMEFE**

Jaén, Spain

## **Shared Harvests: Bridging Cultures**

Santiago de Calatrava, Jaén, Spain



# Shared Harvests: Bridging Cultures

## Owner/founder:

Juan Carlos P. Carrillo



Juan Carlos, a farmer, has established an effective team of Senegalese seasonal workers for the harvest seasons, moving around Spain according to the seasons and crops. This group, mostly resident in northern Spain, is informed by Juan Carlos about harvest times and, prior to recruitment, contracts and administrative registrations are arranged, while also securing their accommodation in Juan Carlos' village.

Despite language challenges, communication is facilitated through more fluent Spanish-speaking team members, and the working relationship has strengthened over the years, creating an efficient working environment and high performance. Juan Carlos has not only focused on work inclusion, facilitating accommodation and social integration in the village, but has also skilfully managed the dynamics of multicultural teams. Challenges, such as accommodation and communication, have been overcome through organisation and the establishment of a strong working and social relationship between migrant and local workers.

## General description of the organization and its activities

Juan Carlos is a farmer who, together with his father, has been managing a farming operation involving the harvesting of olive trees, a crop that requires experienced labour and has been hard to find in recent years. Juan Carlos not only works his own land but also provides services to other farmers in the area during the harvest season.

Olive harvesting is a crucial agricultural activity that requires meticulous planning and execution. It involves several phases such as pre-harvest preparation, where teams are organised and roles are defined; harvesting, which can be carried out using manual and mechanised techniques; efficient transport of the olives to storage or processing points.

Efficiency in olive harvesting is ensured through detailed planning that considers optimal maturity of the olives, availability and training of labour, transport logistics, preparation of equipment, and maintenance of quality and safety in all processes. Clear communication and collaboration between workers, especially in multicultural teams, are vital to ensure a harmonious and productive workflow.

### Number of workers and migrant workers of the organization

Seasonal workers: 10 migrants and 2 nationals

### Country of origin of the migrant workers

Senegal

### Provenience of the migrant workers within the country

The group of migrant workers comes from Senegal, and moves around Spain covering different harvesting seasons according to the season and the crop in question. Most of the group lives in the north of Spain, moving according to labour needs in different regions of the country. Juan Carlos informs the group leader when it is harvest time, organising the arrival and stay of the workers in his village. The process involves securing accommodation in the village and going through all the administrative steps to secure contracts and register all the workers.

### Reasons and motivations of the integration initiative involving migrants

The reasons and motivations for the migrant worker integration initiative in the case of Juan Carlos focus mainly on the need for experienced and skilled labour for the olive harvest, which is a laborious task and requires people with experience in field work.

In recent years, it has been a challenge to find skilled local labour to work in the fields, which has made Senegalese workers, who are used to working in the fields all year round, a valuable solution to ensure the efficiency and effectiveness of the harvest.

The working relationship built over the years with this group of workers has facilitated a

harmonious and effective working operation, where everyone knows their tasks and performs them with great efficiency and performance.

In addition, good management has enabled Juan Carlos to offer services to third parties in the region, allowing for longer campaigns and better remuneration for migrant workers, creating a mutually beneficial and sustainable working environment for both the employer and the migrant employees.

The strengthened relationship also favours positive integration and harmonious coexistence between national and migrant workers.

## Number of workers and number of migrant workers involved in the integration initiative

Seasonal workers: 10 migrants  
and 2 nationals

### External stakeholders associated

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Juan Carlos works closely with another farmer to coordinate and manage various logistics related to migrant workers, particularly accommodation. Together, they work to ensure that the workers have a place to stay during the harvest season, in addition to coordinating other aspects that may be necessary for the migrants' stay and work in the region. The cooperation between Juan Carlos and this farmer is essential to facilitate the integration and proper accommodation of migrant workers, ensuring that their basic needs are met and creating a functioning and welcoming working environment.

He is also supported by the Migrant Group leader, who acts as a vital link between Juan Carlos and the migrant workers. The leader is essential for communicating information between Juan Carlos and the workers, ensuring that the latter are informed about the details of the work, such as dates and expectations. In addition, he facilitates communication and problem solving in the workplace, especially given that some workers may have a limited command of Spanish. The leader can also help coordinate the group's movements, ensuring that they arrive at the workplace as agreed and helping to manage any problems or concerns that may arise during the period of employment.

### Description of the inclusion process step by step

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Juan Carlos, has implemented a comprehensive process to include Senegalese migrant workers in the olive harvests. This process begins with a communication and employment agreement between him and the leader of the group of migrant workers, coordinating dates and logistics for the season.

Then, together with a farmer collaborator, he organises accommodation and transport, while all administrative formalities for labour contracts and registrations are handled. Throughout the season, Juan Carlos not only works closely with the workers, assigning tasks and supervising, but also facilitates

integration and social interaction between the migrant workers and the local community.

He fosters a cohesive and friendly working environment between migrant and local workers, managing conflicts and providing constant feedback. In turn, social inclusion is fostered by allowing workers to participate in village life.

At the end of the season, procedures are reviewed and evaluated, preparing for future collaborations, creating a sustainable and mutually beneficial circle of employment and social and labour inclusion.

## Impact of the initiatives

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### Main impacts on multicultural teams' management

In the case of Juan Carlos and his team of Senegalese seasonal workers, the main impact on the management of multicultural teams is remarkably positive and educational for both parties involved. Juan Carlos and his father pioneered the incorporation of migrant labour in the region, establishing a solid and efficient working relationship with the Senegalese team, characterised by mutual understanding and cultural respect.

The synergy between migrant and local workers has been strengthened thanks to a management that values and celebrates diversity, as well as sharing knowledge and experiences across cultures. Team cohesion, even in the context of language barriers, has been strengthened, creating a working environment where each member feels valued and respected.

This multicultural management has enabled Juan Carlos to offer services to third parties in the region, which prolongs work campaigns and offers better wages for migrant workers, fostering continuous and fruitful cooperation between all parties involved.

The successful inclusion of multicultural teams like this one can serve as a model for integration and cooperation in the agricultural sector.

### Main impacts on work inclusion

Juan Carlos has made significant impacts on the labour inclusion of Senegalese migrant workers in his farm. Through inclusive practices and close collaboration, it has created a work environment where migrants are not only employed, but also integrated and valued as an integral part of the team and the community.

Communication has been crucial in this process; although some of the workers have a limited command of Spanish, effective means of communication and mediation have been established through those who have a better command of the language.

Juan Carlos works side by side with the team, providing direction and coaching on tasks, as well as learning from the skills and experiences that the migrant workers bring.

Although there is staff turnover, many workers return each year between November and February, indicating a positive and ongoing working relationship. This collaboration has made it possible not only to meet labour needs during the harvest seasons but also to facilitate a workspace where the culture and skills of migrants are recognised and valued, promoting labour inclusion and setting a standard of mutual respect and cooperation.



## Impact of the initiatives

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### Main impacts on social inclusion

Juan Carlos has fostered a remarkable social inclusion of migrant workers in the rural environment in which their agricultural activity takes place. By providing accommodation in the village, workers have the opportunity to integrate into the daily life of the locality, participating in the local society and economy, such as shopping and using local services.

This presence not only allows migrant workers to immerse themselves in the local culture and social practices, but also facilitates the multicultural enrichment of the local community, promoting a two-way cultural and social exchange. Despite possible linguistic or cultural obstacles, workers become part of village life during the harvest season, building relationships and, in some cases, friendships.

This approach not only validates the labour contribution of migrant workers, but also recognises and celebrates their value and presence in the community, fostering a sense of belonging and inclusion, which is crucial to their well-being and social development during their stay.

### Challenges met and how they were overcome

The issue of accommodation initially emerged as a significant obstacle, given the arrival of a large number of workers. The solution was achieved through organization, Juan Carlos and another farmer jointly coordinated the accommodation, ensuring that all workers had a safe and comfortable place to stay.

Another notable challenge was the language barrier, particularly with those workers who were new to the team and had limited knowledge of Spanish. However, the more fluent team members facilitated communications, ensuring effective interactions and fostering a harmonious working environment.

Juan Carlos, for his part, implemented management characterised by presence and active collaboration, working together with the team, facilitating mutual learning and establishing a space where mutual respect and understanding were a priority, thus allowing for collective problem solving, always with a focus on common wellbeing.

### Challenges not met and reasons why

Climate change has begun to have a perceptible impact on olive harvests, creating years of significantly low production that do not justify the mobilisation of such large numbers of migrant workers. In these periods, the availability of labour is drastically reduced, and the employment of large numbers of workers becomes neither economically viable nor logistically prudent.

This scenario presents a dilemma for both Juan Carlos and the migrant workers: the inconsistency and unpredictability of employment opportunities that challenges stability and long-term planning for all parties involved.

## Logistics

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### Logistic transports from house to work

Juan Carlos, by providing accommodation in the village, ensures that the workers are close to the workplace. In addition, it facilitates daily transport to the olive field, which is not only a benefit for the workers, but also ensures that they are on site at the scheduled times, thus optimising the efficiency of the harvest.

### Materials and human resources

Juan Carlos provides the necessary working tools to carry out the harvesting tasks. The management of human resources, especially a multicultural and linguistically diverse team, requires specific skills. Communication and clear allocation of tasks are crucial. The presence of workers who act as linguistic intermediaries facilitates the process, ensuring that instructions and expectations are understood by all team members.

### Time/Workload

The olive harvest season is intense and requires careful planning to maximise efficiency in a relatively short period of time. The experience and skill of the migrant workers, who are used to constant and challenging physical labour in various seasons and crops, is invaluable. Juan Carlos works side by side with them, which not only boosts morale, but also allows for effective supervision of the pace and quality of work performed.

### Costs

They include wages, accommodation, transport and tools/equipment. While these costs are a necessary investment to ensure a successful harvest, they must also be carefully managed and balanced to ensure the economic viability of the operation. In low crop years, when mobilisation of the entire team may not be economically prudent, cost management becomes a challenge.

## Training issues

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### Training needs to deal with migrants according to the role

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In the context of Juan Carlos and his team of Senegalese seasonal workers, a training emphasis for owners like Juan Carlos could be focused on cross-cultural management and advanced communication skills to bridge potential language and cultural gaps. Furthermore, understanding administrative procedures, legal requirements, and workers' rights concerning migrant labor is vital to ensure compliance with regulations and to provide fair and equitable working conditions. Additionally, training on conflict resolution might enhance the capability to mediate disagreements or misunderstandings within a multicultural workforce. Juan Carlos' approach of working alongside his team is commendable and owners might benefit from training that enhances on-the-ground management and practical leadership skills in diverse team environments.

### Training needs targeted to migrants

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Given that some of the Senegalese workers have language barriers, language training is an important need. This could be extended to include specific terminologies used in the agricultural sector and during their tasks. Furthermore, providing understanding and knowledge about Spanish legal and administrative systems will empower them in rights awareness and self-advocacy. Considering that they have crucial expertise in agriculture, recognizing and perhaps certifying these skills would enhance their employability and acknowledgment in the sector. Cultural orientation might also ease their social integration, offering insights into local customs, societal norms, and expectations in the workplace and community.

### Training needs targeted to national workers in worksharing with migrants

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For national workers sharing tasks with migrants, training on cultural sensitivity and diversity can promote an inclusive and harmonious work environment. This includes understanding the cultural nuances, communication styles, and potential challenges that their Senegalese colleagues might face. Equipping them with basic knowledge of the language or dialect spoken by the migrants may facilitate better communication and camaraderie. Additionally, training on collaborative skills, team-building, and peer support mechanisms can build a strong, unified team that appreciates and leverages the diverse skills and perspectives brought in by all workers, regardless of their origin.



## **Suggestions and advices from the interviewee**

I would recommend to other farmers to always maintain open and clear communication, perhaps with the help of those workers who can act as linguistic intermediaries. Consistency in working relationships, offering opportunities in consecutive seasons, creates an atmosphere of trust and efficiency. In addition, it is vital to ensure adequate accommodation and manage the logistics of daily transport to the workplace. Working side by side with the team, not only leading but also participating, strengthens relationships and improves performance.



# IMEFE

(Municipal Institute  
for Employment and  
Business Training)

**Owner/founder:**

Jaén City Council

**Year of establishment:**

2000

**Links:**  [www.aytojaen.es](http://www.aytojaen.es)



The Instituto Municipal de Empleo y Formación Empresarial (IMEFE) plays an essential role in facilitating the labour integration of migrant workers in the agricultural sector in the province of Jaén, Spain. Navigating a landscape where agriculture, despite being an economic pillar, often lacks social support and faces a negative perception, IMEFE collaborates with various entities and social organisations to facilitate not only the labour integration but also the development and training of these workers.

In this context, migrant workers, while facing obstacles such as the need for recognition of qualifications and language barriers, are also seen as actors who, with adequate support and training, can make a significant contribution to the dynamism and revitalisation of rural areas.

## General description of the organization and its activities

IMEFE, located in Jaén, has stood out as an entity committed to the integration of migrant workers in the agricultural sector in the province. Although it does not produce food or crops directly, IMEFE is instrumental in connecting and communicating between farmers and workers, often migrants, who work in fields where a wide variety of products are grown, potentially including the olive tree, for which Jaén is especially known.

By collaborating with various entities and organisations, including migrant associations, social services, and training and employment units, IMEFE not only facilitates employment, but also addresses challenges related to training and the social and cultural integration of migrant workers. The entity seeks to overcome common obstacles faced by migrants, such as barriers to accessing training and certification, and works to perceive and enhance the value that migrant workers bring to rural and agricultural areas.

## Country of origin of the migrant workers

Workers are mainly from the Maghreb, sub-Saharan Africa and Latin America.

## Provenience of the migrant workers within the country

The migrants who come to IMEFE are mainly from Africa and Latin America. They are generally newcomers seeking employment in the region. Often, these individuals turn to social services or other similar institutions which, in turn, refer them to IMEFE for additional help in finding employment and integration into the agricultural sector in the province of Jaén. The role of IMEFE is therefore crucial in facilitating their labour and social integration, providing them with access to training, guidance and other opportunities.

## Reasons and motivations of the integration initiative involving migrants

The Municipal Institute for Employment, Training and Placement (IMEFE) operates with a clear focus on the integration of immigrants in the labour and social sector, especially in the agricultural sector which shows a notorious demand for labour.

IMEFE's motivations include not only meeting labour needs, but also promoting the social and economic inclusion of immigrants, avoiding their marginalisation and revitalising rural areas demographically.

Its objectives range from facilitating access to employment and providing skills development and training, to supporting socio-cultural integration and assisting in the legal and documentary regularisation of immigrants. It also seeks to effectively

connect labour supply and demand, ensuring successful employment relationships and promoting positive working environments. In addition, IMEFE actively collaborates with various entities and organisations to establish a broad and cohesive support network that can comprehensively address the diverse needs and challenges faced by immigrants.

In an environment that can often be precarious and challenging for newcomers, IMEFE provides an important bridge, facilitating not only access to employment but also a smoother and more structured integration into society through training, skills development and connections to the community and the labour sector.

## External stakeholders associated

Several external stakeholders involved in the process of labor integration and support for immigrants in collaboration with IMEF. These stakeholders play various roles, from direct assistance to immigrants in navigating documentation and legal processes, to providing training and facilitating employment opportunities, and also contributing to broader social integration efforts. Collaboration among these entities ensures a multifaceted approach to supporting immigrant workers in the agricultural sector and aiding their social, legal, and economic integration.

- **Local labour market insertion round table:** They have periodic meetings aimed at coordinating and informing to facilitate the insertion of workers, sharing information about the services and initiatives developed by each party. Each entity, through its placement and guidance technicians, seeks the best placement for each job seeker based on job offers.
- **Patronato de servicios sociales del ayuntamiento**
- **Cáritas:** This organization provides support to underprivileged individuals, likely helping with aspects like food, shelter, and possibly even job training
- **Cruz Roja** (Red Cross)
- **Asociación Marcelino Champagnat**
- **Jaén Acoge**
- **Diagrama**
- **Don Bosco**

## Description of the inclusion process step by step

- The inclusion process for migrants in the agricultural sector begins with their arrival and an initial contact that provides initial assistance and support to manage documentation and regularisation.
- The next step involves providing legal support and help with documentation, followed by securing basic needs, such as housing and transport.
- This is followed by skills development and training, which includes both job-specific training and language and cultural adaptation classes.
- Job integration is the next crucial step, where organisations coordinate to link workers with job offers, while also providing comprehensive workplace orientation.
- The next phase involves ongoing support and deeper community integration through participation in local events and establishment of support networks.
- Social integration and interpersonal relationships are fostered to strengthen community cohesion and acceptance.
- Finally, the process closes with a focus on long-term development and career progression, ensuring sustainable socio-economic inclusion and participation.

## Impact of the initiatives

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### Main impacts on multicultural teams' management

IMEFE (Instituto Municipal de Empleo y Formación Empresarial) endeavors to enhance multicultural team management by fostering a supportive environment for diverse workforce integration within the agricultural sector. The cultivation of an inclusive atmosphere ensures different cultural perspectives are valued, facilitating innovative problem-solving and enriched collaborations. Through educational programs and workshops, IMEFE enhances cross-cultural understanding among team members, mitigating potential conflicts and ensuring smoother operational workflows. By aligning diverse talents and skills, multicultural teams under IMEFE's initiatives can effectively address the complex challenges of the agricultural sector while promoting collective growth and sustainability.

### Main impacts on work inclusion

IMEFE demonstrates a profound impact on work inclusion by acting as a bridge between immigrants and the agricultural job market. Through various programs, it assists in smoothing the transition of immigrants into the local workforce, providing necessary training and skill development, thereby enhancing their employability. IMEFE also facilitates connections between workers and employers, ensuring the alignment of skills with job requirements. This not only aids the immigrants in securing stable employment but also assists local agricultural businesses in accessing a reliable and skilled labor force, thereby fortifying the sector and local economy.

### Main impacts on social inclusion

Through its structured integration process, IMEFE significantly impacts social inclusion, ensuring immigrants are not merely workers but active, contributing members of the community. By focusing on aspects beyond employment, such as socialization, cultural exchange, and participation in local events, IMEFE facilitates deeper connections between immigrants and local populations. This leads to a mutually enriching relationship where immigrants bring new perspectives and values, while also adapting to and becoming part of the local societal fabric, enhancing community cohesion and multicultural understanding.

### Challenges met and how they were overcome

IMEFE encountered challenges like potential cultural and linguistic barriers, ensuring consistency in work opportunities, and aligning training with the actual demands of the job market. These were overcome by implementing language and cultural training, establishing a thorough understanding of the agricultural sector's needs, and ensuring programs were adaptable and responsive to changing demands and circumstances.



### Challenges not met and reasons why

Some unresolved challenges might include fully eliminating instances of social exclusion or discrimination towards immigrants within communities or workplaces. Such challenges persist due to deeply rooted societal prejudices and are not easily mitigated solely through workforce integration and training initiatives. It remains a continuous effort to foster total societal acceptance and inclusiveness for immigrants at all community levels.

## Training issues

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### Training needs to deal with migrants according to the role

IMEFE recognizes the distinct training needs of various roles, such as owners and foremen, within the agricultural sector regarding managing and working alongside migrants. Owners, often engaged in managerial and decision-making roles, may require training in cultural sensitivity, labor laws related to international workers, and communication skills to effectively lead a diverse workforce. Foremen, who typically engage more directly with the workers, may need additional training in inclusive leadership, conflict resolution, and perhaps language skills to bridge any communication gaps. IMEFE's role involves identifying these nuanced training needs and developing programs that ensure each role is equipped with the knowledge and skills to create a harmonious and productive multicultural work environment, enhancing both operational efficiency and worker satisfaction.

### Training needs targeted to migrants

Addressing the training needs of migrants is pivotal for IMEFE, ensuring they can effectively integrate into the Spanish agricultural sector. The training for migrants often encompasses language courses to mitigate communication barriers and enhance their ability to navigate through the Spanish work environment. Furthermore, training in work-specific skills, understanding of local work ethics, laws, and rights, and basic technology use are crucial. IMEFE also acknowledges the importance of soft skills training, such as teamwork and communication, in facilitating migrants' harmonious inclusion into the workforce, enabling them to contribute optimally while ensuring their well-being and job security.

## Training needs targeted to national workers in worksharing with migrants

National workers sharing work environments with migrants may have distinct training needs, addressed by IMEFE, to foster a seamless and collaborative working relationship. Cultural sensitivity and awareness training become vital to ensure that national workers can comprehend, respect, and value the diverse backgrounds that migrants bring to the team. Communication training, especially in scenarios where language barriers exist, as well as team-building activities that foster unity and collaborative spirit across diverse team members, are pivotal. IMEFE, recognizing the potency of a harmonious multicultural work environment, orchestrates training that not only boosts operational efficiency but also fosters an atmosphere of mutual respect and collective growth among national and migrant workers.

## Suggestions and advices from the interviewee



A robust and efficient inclusion process for migrant workers in the agricultural sector involves several key facets. The importance of comprehensive training programs for all stakeholders – owners, foremen, migrant, and national workers – is emphasized, focusing on cultural sensitivity, effective communication, and role-specific skills. The involvement of various external stakeholders in facilitating work and social inclusion of migrants is critical, indicating a multi-faceted, collaborative approach towards integration.

Moreover, addressing challenges related to legal documentation and ensuring social and work inclusion through regular interactions and cooperation with various organizations stands out. Overall, cultivating an open-minded perspective among all participants in the agricultural sector towards multicultural teams is imperative for sustainable integration and mutual growth.



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