PROJECT DIGITAL FRONTIER
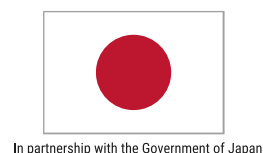
ABOUT IFC

IFC — a member of the World Bank Group — is the largest global development institution focused on the private sector in emerging markets. We work in more than 100 countries, using our capital, expertise, and influence to create markets and opportunities in developing countries. In fiscal year 2022, IFC committed a record $32.8 billion to private companies and financial institutions in developing countries, leveraging the power of the private sector to end extreme poverty and boost shared prosperity as economies grapple with the impacts of global compounding crises. For more information, visit www.ifc.org.

ABOUT UNHCR

UNHCR, the UN Refugee Agency, is a global organisation dedicated to saving lives, protecting rights and building a better future for people forced to flee their homes because of conflict and persecution. We lead international action to protect refugees, forcibly displaced communities and stateless people. We deliver life--saving assistance, help safeguard fundamental human rights, and develop solutions that ensure people have a safe place called home where they can build a better future. We also work to ensure that stateless people are granted a nationality. We work in over 130 countries, using our expertise to protect and care for millions. Read more at www.unhcr.org.

ABOUT AVSI

AVSI Brasil is a non-profit Brazilian organization that has been operating in Brazil for over 35 years as a subsidiary or partner of the AVSI Foundation. AVSI Brasil's mission is to make people protagonists of their own development, through social projects in contexts of vulnerability or humanitarian emergency. In 2022, the organization developed 37 projects, with the commitment of 600 employees, directly benefiting more than 844,000 people. Read more: www.avsibrasil.org.br.

ABOUT MICROSOFT

Microsoft (Nasdaq "MSFT" @microsoft) enables digital transformation in the era of the intelligent cloud and the intelligent edge. Microsoft's mission is to empower every person and every organization on the planet to achieve more. The company has been in Brazil for 34 years and is one of the subsidiaries of Microsoft Corporation, founded in 1975, which is present in over 190 countries. From July 2021 to June 2022, the company invested more than US$ 15 million in donations and discounts for non-profit entities, impacting more than 2,000 institutions with software donations, discounts for purchases and support for training projects. With the launch of the Microsoft For Startups Founders Hub, 443 new startups were approved, totaling 703 supported startups, which together have consumed USD 11,898,488.00 of Azure cloud credits.

SUMMARY
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INTRODUCTION

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1. INTRODUCTION

Fronteira Digital ("Project" or "Project Fronteira Digital") was the result of a partnership betwe-en International Finance Corporation (IFC), a member of the World Bank Group, AVSI Brasil, the UN Refugee Agency (UNHCR) and Microsoft Brazil. The Project was part of a broader IFC initiative that is supported by the Japanese government through the Comprehensive Japanese Trust Fund (CJTF) and aims to engage the private sector in developing solutions for the refugee population in Brazil, with emphasis in four areas: (i) Employability (ii) Financial Inclusion, (iii) Affordable Housing and (iv) Improvement of the Business Environment. Fronteira Digital res-ponded to the pillars of employability and improvement of the business environment and had AVSI Brasil as an implementing partner in Boa Vista (Roraima, Brazil).

The Project consisted in offering technology courses to 30 refugees in Boa Vista, preparing their Resumes and providing support in connecting them to job opportunities in Brazil. The focus of training in the technology segment arose from the understanding of the sector's potential as an employer and income generator in the country[1]. In this context, training refugees in basic software would not only increase their chances of entering the Brazilian labor market and of Interiorization[2], but could also contribute to improving the business environment in general by promoting training of the workforce in a model of a project replicable by several agents in the country. Since its conception, the Project also had as a goal that the female public would be representative of the student body, encouraging the participation of women in the technology segment.

The goal of the initiative was to (i) offer technical qualification in software to participants, (ii) contribute to their Interiorization through Employment-Based Modality (EBM, in English, or *Vaga de Emprego Sinalizada* – VES, in Portuguese) and (iii) build the business case for the inclusion of refugees in the Brazilian labor market. This initiative was supported by Microsoft Brazil, in offering courses, and by AVSI Brasil and UNHCR, in assisting participants and their families. IFC led and financed the Project with support of funds from the Japanese government through the CJTF. The funds raised were used to improve AVSI Brasil's IT laboratory to carry out the courses, hire a consultant for local support, purchase materials and snacks for students and promote awareness activities for participating and non- participating companies of the UNHCR Companies with Refugees Forum[3] (initiative led by UNHCR and UN Global Compact in Brazil). The initiative aimed to include at least 60% of the 30 participants in the Brazilian labor market, promoting inclusive economic development.

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1 Especially since the COVID-19 pandemic, given the acceleration of digitization processes in the private sector, profes-sionals in the technology sector have been widely requested by companies. It is estimated that by 2025 around 800,000 new talents will be needed for Information and Communication Technology (ICT), although the current supply of annual graduates is only 53,000. For more information, access: Brasscom, CNN, G1, Revelo

2 Interiorization is one of the pillars of *Operação Acolhida* (Operation Welcome, in English), created in March 2018 as a hu-manitarian response by the Brazilian Government to the forced displacement of people from Venezuela, and constitutes a strategy that aims to facilitate, in a free and orderly manner, the voluntary relocation of Venezuelan refugees and migrants to other municipalities in Brazil, with the aim of socioeconomic inclusion and local integration. The Interiorization process can be carried out in four ways, among which the option for Employment-Based Modality (EBM). For more information, visit: UNHCR

3 For more information, access: https://www.empresascomrefugiados.com.br/forum

The target audience consisted of 30 refugee professionals residing in Rondon 1, Rondon 2, Rondon 3, Rondon 4, Rondon 5 and Pricumã shelters, located in Boa Vista. The Project is related to the following Sustainable Development Goals: (4) Quality Education; (5) Gender Equality; (8) Decent Work and Economic Growth; (10) Reduced Inequalities and (17) Partnerships for the Goals.

In the sections that follow, the reader will find a detailed record of the Fronteira Digital pilot and its lessons. It is hoped that the experience contained in this report will serve as inspiration for other similar initiatives in Brazil to promote inclusive development in the country.

TEAM

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2. TEAM

The Project team ("Fronteira Digital team" or "team") was formed by employees of International Finance Corporation (IFC) and AVSI Brasil. On the part of IFC team, a member of the World Bank Group, the following were involved: Alessandra Becker Rieper (Operations Analyst, IFC), who structured the partnership between the participating organizations, led the contacts with the private sector, and coordinated the Project together with the focal point of AVSI Brasil; Diogo Falchano Bardal (Associate Operations Officer, IFC) and Alexandre Haddad Mussa Aebi (Operations Analyst, IFC), who provided support in organizing the partnership and structuring the Project. Also, it is worth to highlight the participation of Shirley Emerick (Communications Officer, IFC) and Bruna Monteiro Sandrini (Communications Consultant, IFC), who worked on developing the Project's communication strategy and publicizing the initiative to stakeholders.

Regarding the implementing partner, the following were involved: Heli Mansur (General Manager of AVSI Brasil in Roraima), responsible for AVSI's engagement in the partnership and for carrying out the management and monitoring of the Project's actions by AVSI Brasil, and Júlia Petek de Figueiredo (Official of Means of Life at AVSI Brasil), who coordinated and implemented the Project together with the focal point of IFC team. The direct implementation of the Project also relied on the dedication of Jéssica Costa (Assistant for Means of Life at AVSI Brasil in Roraima), Juliete Domingos (Assistant for Means of Life at AVSI Brasil in Roraima), and Cristiane Firmino (Individual Consultant contracted by the Project Fronteira Digital), active in the stages of selection of participants, preparation of resumes and certificates, facilitation of classes and mentoring, organization of graduations and follow-up of interviews, among other daily activities of the Project. Francisco Pantoja (Support Technician – IT – at the AVSI Brasil branch in Roraima), Silvana Moreira (Communication Advisor at AVSI Brasil), and Amane Azevedo (Agreements Manager at AVSI Brasil) also helped with the Project. Finally, we highlight the performance of the AVSI Brasil team from the *Acolhidos por Meio do Trabalho Project* (PRM)[4], Diana Kraiser (Project Coordinator), Jammerson Állan (Operational Supervisor) and Vitor Placido (Operational Assistant). The *Acolhidos por Meio do Trabalho* Project works in training and in the search for opportunities for Interiorization by Employment-Based Modality for Venezuelans sheltered in Roraima and runs the management of Casa Bom Samaritano, a reception shelter in Brasília. The PRM supported Fronteira Digital not only by providing the space for structuring the lab, but also by assisting in the processes of Interiorization of the Project participants.

We would like to take this session to thank the other AVSI Brasil teams that indirectly supported the initiative and, above all, our partners Microsoft Brazil and UNHCR, who were essential for achieving the Project's objectives.

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4   For more information, access: https://www.avsibrasil.org.br/projeto/acolhidos-por-meio-do-trabalho/

PROJECT COORDINATION AND IMPLEMENTATION DYNAMICS

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3. PROJECT COORDINATION AND IMPLEMENTATION DYNAMICS

In the Fronteira Digital Project, the relationship between IFC and AVSI Brasil teams was of close collaboration and teamwork. Members met weekly, on Fridays, for almost the entire Project implementation period, except for any unforeseen circumstances. Periodic meetings began in September 2021 and lasted until the end of the initiative (July 2022). The regularity and frequency of contact between the two teams allowed the Project to be implemented in a participatory and aligned manner, ensuring a good relationship among those involved.

In terms of the division of responsibilities between the parties, IFC team was responsible for managing the use of funds made available to Fronteira Digital, for the relationship with partners, and for promoting the Project to the private sector to increase potential employment opportunities for participants. Regarding the partnership with Microsoft Brazil, the IFC team coordinated, among other activities, the construction of the learning trail, the partnership for the supply of vouchers for the tests and the calendar of mentoring provided by the company. Regarding UNHCR, the IFC team worked in collaboration with the Companies with Refugees Forum team, of which IFC is a strategic partner, in advocacy with member companies to hire students who completed the courses offered by Fronteira Digital. IFC was also responsible for publicizing the Project to companies not participating in the Companies with Refugees Forum. This stage of the Project required strategic communication planning, preparation of information materials, follow-up with companies interested in participating in the initiative, meetings with their representatives to present the Project, and updating of the status of the selection processes, in addition to several follow-ups to ensure engagement of those involved.

The AVSI Brasil team was responsible for on-site activities and had the assistance of an individual consultant in the stages of conducting courses and mentoring and hiring participants by companies. The team's responsibilities included structuring the computer lab, acquiring materials, selecting participants in the *Operação Acolhida*[5] shelters managed by AVSI in partnership with UNHCR, preparing student resumes, facilitating courses and mentoring, scheduling and follow-up of Microsoft certification exams, organization of graduation and delivery of certificates, preparation of students and facilitation of job interviews, monitoring and follow-up of students' trajectories after completion of courses and support in the Interiorization process.

Finally, the coordination of all stages and activities of the Project was carried out jointly by IFC and AVSI Brasil teams. The weekly meetings allowed for the alignment and communication needed to make decisions in challenging situations. In addition, the two teams made use of a shared and protected Project monitoring tool, in Excel and in online format, in which systematic updates were made on the status of individual cases of students and their families (employment status, availability for travel, etc.) and the interactions with the companies involved in the initiative (contacts made, job opportunities offered, progress of hiring processes, etc.). This final report was also the result of joint work by IFC and AVSI teams.

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5 As stated in a previous note, the *Operação Acolhida* (Operation Welcome, in English) is the Brazilian Government's humanitarian response to the forced displacement of people from Venezuela, due to the political, economic, and social crisis. It is based on three pillars: Border Planning, Shelter and Interiorization. For more information, access: https://www.gov.br/casacivil/pt-br/acolhida/sobre-a-operacao-acolhida-2

DESCRIPTION OF THE PILOT STAGES

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4. DESCRIPTION OF THE PILOT STAGES

The Fronteira Digital Project pilot was divided into four main stages: (1) Stage I - Preparation and selection of students, (2) Stage II - Execution of the courses and mentorships, (3) Stage III - Disclosure of the project to the private sector and (4) Stage IV – Hiring and Interiorization. The purchase of all materials and snacks for the Project was made with funds managed by IFC and made available by the CJTF.

Figure 1. Schedule of the main stages of the project

Length of the Pilot Stages	
Stage of the Pilot	**Length**
I – Preparation and selection of students	2 months
II – Execution of the courses and mentorships	2 months (2 weeks for each class plus the exam's time) *
III – Disclosure of the project to the private sector	5 months * **
IV – Hiring and Interiorization	8 months * **
Total	**10 months**

* Stages II and III overlapped: efforts to raise awareness of the private sector were carried out from the beginning of the courses so that the first graduating class already had the opportunity to participate in selection processes.

** Stages III and IV also overlapped: while the students from the already graduate groups were directed to the selection processes of the companies that had already engaged in the Project, the Project team sought to sensitize new companies to expand job opportunities linked to Fronteira Digital.

4.1. STAGE I - PREPARATION AND SELECTION OF STUDENTS

The first stage of the Project's pilot was preparation and consisted of purchasing materials for structuring the lab and assembling the students' school kits, selecting and contracting an individual consultant who supported AVSI Brasil team locally, assembling the learning trail along with Microsoft Brazil and selection of students. All these activities were jointly discussed and coordinated by IFC and AVSI Brasil teams. Comments on each of them below.

Structuring the laboratory and purchasing materials

The initiative's computing lab was set up in a room at AVSI Brasil at the PTRIG - Operação Acolhida Screening Post. The choice of location was due to the proximity to the shelters where refugees and migrants welcomed by the Government response to the humanitarian emergency in Boa Vista, the target public of the Project's action, live temporarily. The lab structuring included the purchase of tables, chairs, cabinet, amplifier box, datashow, printer, among other IT items, such as mouses, mouse pads, microphones, and electronic protectors. The notebooks and headphones used were donated by UNHCR to AVSI Brasil, with the aim of promoting the training

of sheltered Venezuelan refugees and migrants. However, the software for the machines was acquired by the Fronteira Digital Project and an internet service was contracted for the duration of the courses and interviews. At the end of the structuring, the computing lab had the capacity to serve 10 students per class, in addition to the facilitator. IFC and AVSI Brasil agreed that the materials acquired would remain in AVSI's domain after the completion of the Project to promote new courses and local initiatives for training refugees and migrants.

Figure 2. Computer lab structuring process

Photo: AVSI Brasil

In the initial stage, other materials and products were also purchased that allowed the course to be held. Due to the context of the COVID-19 pandemic, the Project provided for the acquisition of PPE (Personal Protective Equipment) for participants and hygiene and cleaning materials for the room. Individual snacks were also purchased and distributed daily to students. Snacks consisted of stuffed crackers, boxed juices, and fruit candies, distributed in individual portions for consumption after classes. School kits were also purchased, given to students on the first day of each class. The kits consisted of: plastic folder, notebook, pencil, eraser, sharpener, pen, highlighter pen, case, plastic bottle, and a backpack. The purchase of snacks and school kits was established by the Project team, considering the level of vulnerability of the population served. The purpose of the kits was to provide the basic resources needed to ensure the well-being of students during the course. The materials were chosen with great attention to quality, considering that they would possibly be used by students after completing the course, throughout their inclusion process in Brazil. In particular, the plastic folders were designed so that the students could keep their personal documents and the backpacks so that they could be used in the Interiorization processes and in the day-to-day activities of the families.

Figure 3. Kit with school supplies, backpack, bottle and case given to students of Fronteira Digital Project

Photo: AVSI Brasil

In addition to the school kits, Fronteira Digital Project T-shirts were made to strengthen the students' bond with the initiative. T-shirts were handed out to each of students on the first day of class for each class and held the name of the Project, following the model below. The students used them throughout the course and in the interview phase.

Figure 4. Fronteira Digital Project T-shirt sample
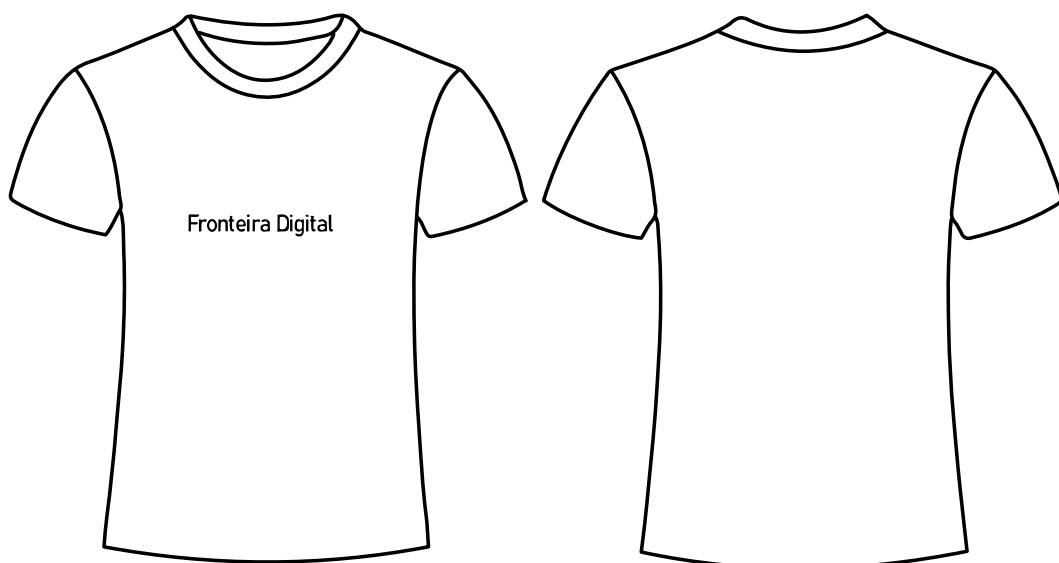

Fronteira Digital

Photo: AVSI Brasil

Contracting the individual consultant

The funds contributed by IFC to the Project were also used to contract an individual consultant responsible for assisting AVSI Brasil team in the following activities: (i) facilitation of courses offered to participants, mentoring and certification tests, (ii) organization of graduation and delivery of certificates to students, (iii) preparation of students' resumes, (iv) application of students to selection processes of companies that voluntarily joined the project and in preparation of candidates for interviews, and (v) assistance in the hiring process of approved candidates and their preparation for Interiorization. Contracting a consultant allowed monitoring of students even outside of class hours, which was very relevant for customized monitoring of students.

Setting the trail and structuring the mentorships

In parallel with the structuring of the computing lab and the acquisition of materials, IFC team collaborated with Microsoft Brazil team to define and set up a learning path that would meet the demands of the Project. Two trails were built, one linked to the Microsoft 365 tool and a second linked to the Power Platform. The course model was self-pace and virtual. Each student was to walk the online learning path individually over the two-week course. The trail (Annex I) was designed in a challenge format and allowed the creation of a ranking based on the progress of each student for general follow-up of the enrolled. In addition to structuring the trail, IFC team agreed with Microsoft Brazil the terms of mentorships and pre-scheduled the dates in accordance with the Project's schedule.

Selection of participants

The definition of the students' profile was carefully thought out by IFC and AVSI Brasil teams during stage I of the Project. Bearing in mind that Fronteira Digital proposed to provide training in technology, support for labor insertion and Interiorization by means of Employment-Based Modality, and to contribute to increasing the participation of women in the technology segment, it was necessary to define clear criteria that suited the purpose of the actions. For this reason, the following requirements for application to the Project were defined:

- Familiarity with technology: considering that the trail developed by Microsoft Brazil was aimed at improving knowledge of Microsoft 365 and Power Platform tools, basic computer knowledge (Microsoft 365, internet access and basic Windows software resources) was listed as an elimination criterion in the selection of participants.

- Possibility and interest in Interiorization through an employability program: as this was a Project that aimed to contribute to the inclusion of refugees in the Brazilian labor market, the interest and availability for Interiorization through Employment-Based Modality was also a definitive criterion in the choice of candidates. Therefore, only applicants over 18 years of age were considered. Furthermore, those who wanted local integration in the city of Boa Vista/RR or were not interested in traveling through the EBM could not be considered for the Project.

- Up-to-date documents for the participant and his/her family: one of the fundamental criteria for participating in the Interiorization process, by any modality, is the regularization of vaccines and documents for refugees and migrants. Bearing in mind that the Project students would

participate in interviews and could be hired by companies in other states of Brazil, it was essential to verify that the documentation of the potential participant and his/her family was correct and up to date to avoid any type of damage or delay during the hiring and Interiorization phase.

• Family Composition: candidates' family composition was also considered when choosing participants. The family profile is fundamental for the effectiveness of the labor insertion process. In the case of Interiorization through Employment-Based Modality for families with children, the presence of at least a second responsible adult to be included in the process is essential. In view of this, single-parent families who did not have a second adult (for example, grandfather, grandmother, aunt, uncle, etc.), did not participate in the selection process due to impediments in the travel processes provided for in Federal legislation. However, single-parent families that had a second adult were not prevented from participating in the project. After all, the idea was to promote the inclusion of the most diverse family compositions possible.

• Gender and diversity component: the Project aimed to contribute to the inclusion of women in the technology sector in Brazil. For this reason, the presence of at least 30% of female participants was stipulated. The gender issue was not eliminatory but was used as a tiebreaker in the selection of students. The selection of participants also sought to be inclusive for the most diverse age groups and for people with disabilities (PwD).

The profiles selection process took place within the Venezuelan refugee and migrant shelters managed by AVSI Brasil, more specifically Rondon 1, Rondon 2, Rondon 3, Rondon 4, Rondon 5 and Pricumã, located in Boa Vista (Roraima, Brazil). At the time of application, the total sheltered population was around 6,000 people[6]. The dissemination of the opportunity and the mapping of profiles that met the criteria were carried out with the support of AVSI Brasil's Means of Life assistants present at the shelters.

Pre-application was carried out by filling out an expression of interest form by candidates. The form had basic questions about the profile of the potential participant, such as, for example: their family composition, training and knowledge of computing, interest in the process of Interiorization by EBM, etc. In total, 37 people with the profile sought applied. After a first screening based on the information contained in the pre-application forms, the second stage of the selection process to participate in the project consisted of carrying out a leveling test and basic knowledge related to computer handling and Office Package tools. Means of Life assistants made appointments with candidates and took notebooks to shelters for the tests. The test consisted of three activities:

• Excel: Build a spreadsheet in Excel with information allocated in the proposed order and cells;

• Word: Write a paragraph in Word about their trajectory, respecting the proposed formatting (font and font size, spacing, etc.);

• Internet: Find the location of an address on the Internet using the Google Earth tool.

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6   For more information, access: http://aplicacoes.mds.gov.br/snas/painel-interiorizacao/

After carrying out the tests and analyzing the profile of the candidates, 30 students were selected who met the criteria pre-defined by the Project team. The announcement of the selected list was passed on to the management teams of the shelters and posted on the bulletin boards.

Figure 5. Schedule of the selection process for potential project participants

Date	Activity
From 10/14/21 to 10/21/21	Mapping and pre-registration of candidates for the Fronteira Digital Project in the shelters Rondon 1, Rondon 2, Rondon 3, Rondon 4, Rondon 5 and Pricumã, by filling out pre-registration forms.
10/22/21	Closing of the pre-registrations, totaling 37 candidates.
	Analysis of the candidates and pre-selection of 30 participants to be divided into 3 groups of 10 people.
10/25/21	Disclosure of the pre-selected students to the shelter´s staff and scheduling of aptitude tests in basic computing.
10/26/21	Execution of aptitude tests in loco in shelters, totaling: Rondon 1 – 6 people; Rondon 2 – 11 people; Rondon 3 – 5 people; Rondon 4 – 3 people; Pricumã – 5 people.
10/27/21	Disclosure of the list of approved students and separation of classes.

Stage I – Lessons learned

- One of the characteristics of the ideal implementing partner is having the expertise to help identify potential challenges and structure a mitigation strategy to address them. In the case of Fronteira Digital, AVSI Brasil has, together with UNHCR, extensive experience and knowledge of the profile of sheltered refugees and migrants, which facilitated the identification of potential challenges and the development of mitigation strategies beforehand that would allow the implementation of the Project.

- Careful selection of profiles was extremely important to maintain students' engagement in the Project and speed up the Interiorization processes. The pre-selection with leveling of the classes was a fundamental step in the process and ensured that those involved had the necessary technical capacity to accompany the training. Likewise, verifying the documents of the participants and their families was also of extreme importance, given that the intervals between approval in the selection processes and the start dates of job opportunities are usually short.

4.2. STAGE II – COURSES, MENTORSHIPS, AND CERTIFICATION EXAMS

The second stage of the Project's pilot consisted of carrying out courses and mentoring provided by Microsoft Brazil team and facilitated by AVSI Brasil team locally. Due to the context of the COVID-19 pandemic and, in compliance with the health recommendations of the Brazilian health authorities, the 30 participants were divided into three groups of 10 people. Each class had two weeks of classes, every day, from 3:00 pm to 6:00 pm at the computing lab structured in an AVSI Brasil room at PTRIG – the duration of three hours was strategically thought out considering the availability of the lab, the minimum time required for daily evolution in the Fronteira Digital learning path and the fact that it was necessary to give flexibility to the participants so that they could honor commitments assumed outside the Project (for example, childcare, temporary work and/or search for job opportunities through other channels). In addition to training, students also had the opportunity to take the Microsoft 365 Fundamentals certification test, free of charge, focusing on Microsoft software worked during the course.

Preparation for starting courses

For each class, the first day of class consisted of a detailed presentation of the Project and the rules for participation to the students. Given the high rate of evasion of training in shelters due to the challenges faced by refugees and migrants in the process of social integration in Brazil, students were informed that the Project team was available to help them in following the course and that their commitment to the initiative was extremely important for achieving good results. It was also communicated that, although the Project aimed at job opportunities, it could not guarantee them, considering that the conducting of the selection processes was under the responsibility of the engaged companies. The Project was presented, therefore, as an opportunity for free training and certification combined with the possibility of participating in selection processes, with participants being encouraged from the outset to seek job opportunities in parallel. At the end of the session, students were invited to sign a term acknowledging the rules and authorizing the transfer of data and image use for purposes related to Fronteira Digital. After signing the term, which served as proof of enrollment in the Project, participants received their school kits.

With each class, with the application process completed, two other stages were initiated. The first was making of a Microsoft domain email for each student, so that participants could have access to the learning trail and tests offered by Microsoft Brazil. Creating an e-mail for each student was strategically thought out by IFC and AVSI Brasil teams to facilitate the management process of Stage II of the Project, avoiding the sharing of data from the participants' personal e-mails and ensuring that everyone had compatible email addresses. The invitation to start the trail was sent by e-mail to each student by the consultant contracted by the Project, who accompanied the participants until the completion of Fronteira Digital.

The second stage was the creation of standard resumes for students. Participants received a blank template to manually fill in with information on their education and their professional experiences in Brazil and Venezuela, so that the Project team could prepare their resumes. The standardized resumes would be used in stage III of the Project, that is, in the phase of connection with the selection processes of companies engaged in Fronteira Digital. According to AVSI Bra-

sil's experience, the good presentation of the resume facilitates socioeconomic integration in the destination society. Thus, even if students did not get a job through the Project, they could use their resumes to look for new opportunities. The project team also arranged with the students a specific day to take professional photos for the ready-made resume. The resumes were sent in digital format and printed on paper for the students. The resume model developed (Annex II) is shown in the image below:

Figure 6. Fronteira Digital Project Resume Sample

Students' profile

After preparing the resumes, the Project team sought to know a little more about the students' profile, to mitigate challenges and facilitate learning. The Project had a diverse audience, but mostly female. Considering the three classes, 16 women and 14 men graduated, that is, 53% of participants in Fronteira Digital were women. As previously mentioned, the Project aimed to contribute to the inclusion of women in the technology sector and the interest and active participation of the female public during the initiative was essential for Fronteira Digital to move in this direction.

Figure 7. Percentage of male and female students in Fronteira Digital Project

Male **47%**   Female **53%**
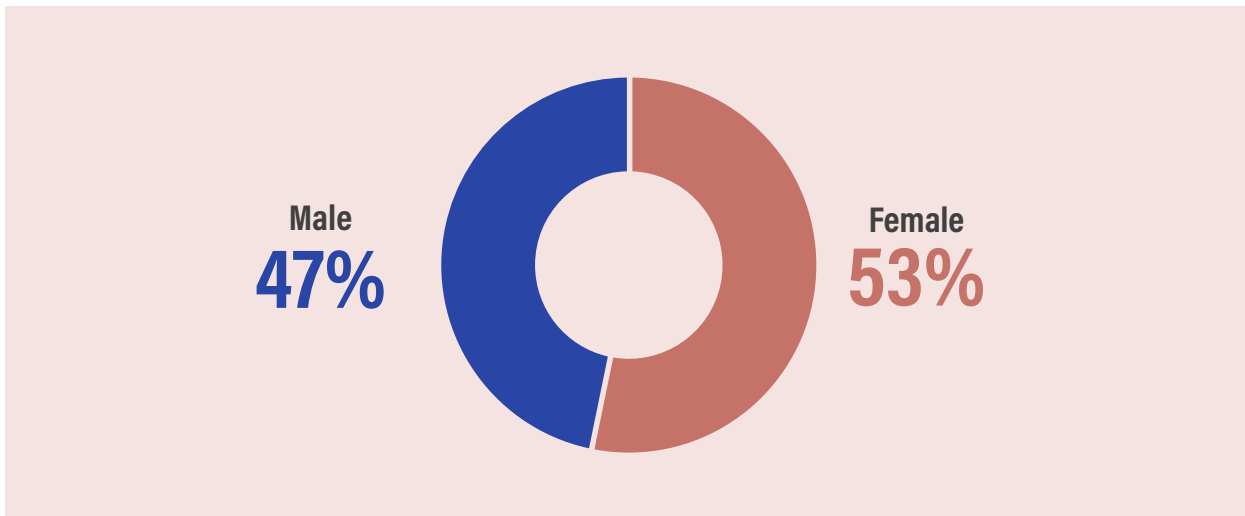
Considering the Project's interest in promoting inclusion, the team allowed, when necessary, the presence of children during course hours and mentorships. Not authorizing the presence of children in the lab could be a major impediment to accessing the course by participants with children, especially women – who, according to the IBGE[7], dedicate twice as much as men usually dedicate to tasks such as taking care of people, and/or household activities in Brazil. Among Fronteira Digital participants, there were fathers with small children and mothers with small babies and a newborn. In the latter case, the Project consultant got a baby seat so that the baby's mother could complete the training with more support.

Figure 8. Students studying with their young children
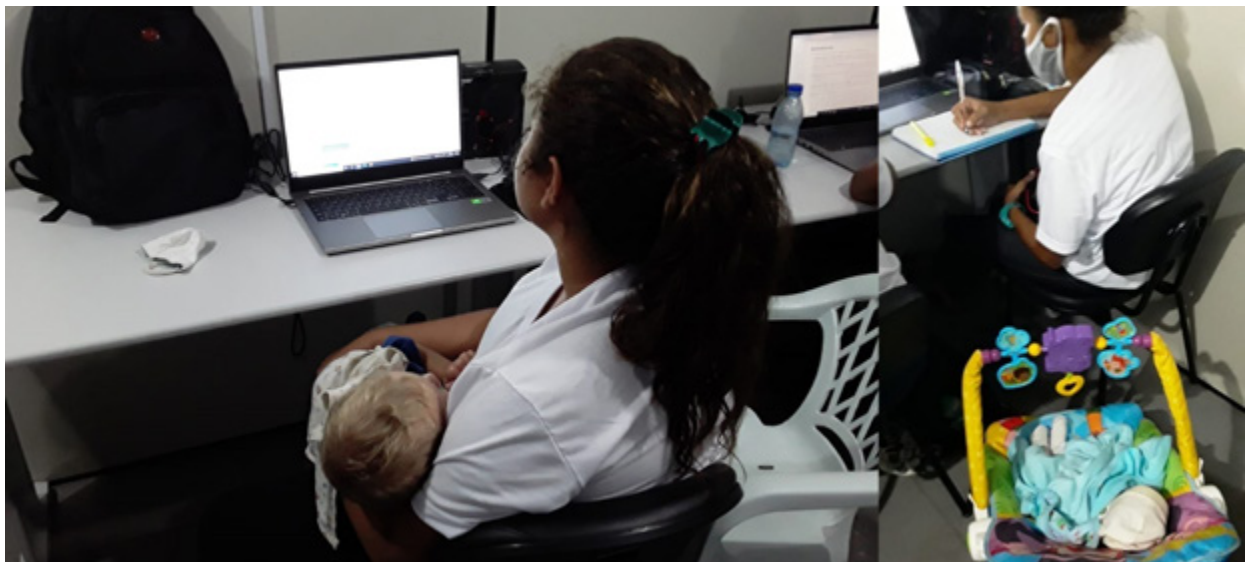
Photos: AVSI Brasil

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7   Social Indicators of Women in Brazil – 2nd Edition (2016-2019). Available at: https://www.ibge.gov.br/estatisticas/multidominio/genero/20163-estatisticas-de-genero-indicadores-sociais-das- mulheres-no-brasil.html?=&t=downloads

In addition to the strong presence of women, the project had different profiles in the Project's classes. The age range of students was from 18 years old (minimum age for enrollment) to 53 years old. LGBTQIA+ people (one student) and people with disabilities (two students and two families with PwD children) were also selected. Regarding the family profile, there is a predominance of nucleus formed by two or more adults with minor(s), although different family compositions were sought.

Figure 9. Graphic with family profiles of the students of the Fronteira Digital Project
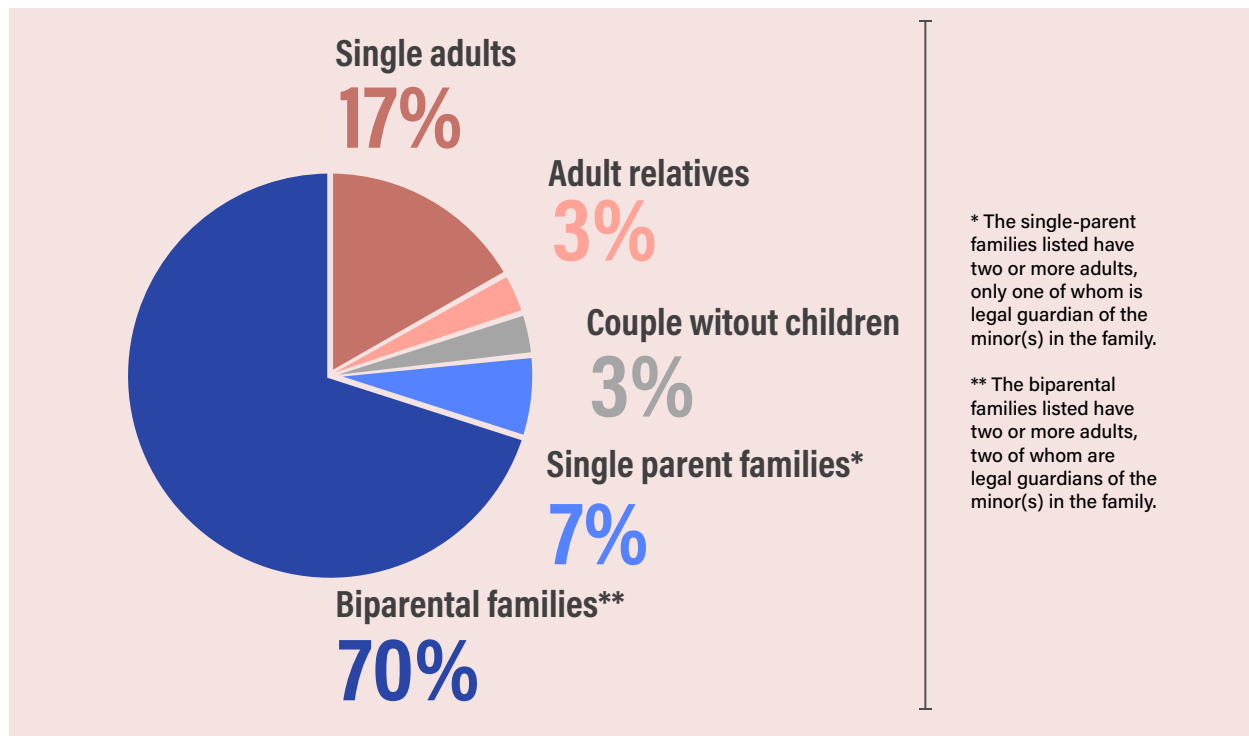
Figure 10. Summary of student family profiles by class

Family composition	Class 1	Class 2	Class 3	Total	(%)
Single adults	1	3	1	5	17%
Adult relatives*	-	1	1	2	6%
Couple without children	-	-	1	1	3%
Single parent families**	1	-	1	2	6%
Biparental families***	8	6	6	20	68%
Total	**10**	**10**	**10**	**30**	**100%**

*   Relatives do not include fathers, mothers, or spouses.

** The single-parent families listed have two or more adults, only one of whom is legal guardian of the minor(s) in the family.

***The biparental families listed have two or more adults, two of whom are legal guardians of the minor(s) in the family.

Figure 11. Summary of participant profiles by class

Student	Age	Gender	Graduation	Family composition
Class 1				
Student 1	18	Female	High school graduate	Biparental family
Student 2	29	Female	Incomplete Higher education	Biparental family
Student 3	34	Female	Higher education graduate	Single-parent family
Student 4	48	Male	High school graduate	Single adult
Student 5	35	Female	High school graduate	Biparental family
Student 6	32	Female	Incomplete higher education	Biparental family
Student 7	48	Male	Middle level technical education	Biparental family
Student 8	28	Female	High school graduate	Biparental family
Student 9	47	Male	Higher education graduate	Biparental family
Student 10	51	Male	Incomplete higher education	Biparental family
Class 2				
Student 11	35	Female	High school graduate	Single adult
Student 12	18	Male	Incomplete high school	Biparental family
Student 13	18	Female	Incomplete high school	Biparental family
Student 14	24	Female	Middle level technical education	Biparental family
Student 15	53	Male	Incomplete high school	Single adult
Student 16	22	Male	High school graduate	Single adult
Student 17	35	Male	Middle level technical education	Biparental family
Student 18	18	Male	High school graduate	Adult relatives
Student 19	39	Female	Incomplete high school	Biparental family
Student 20	40	Female	High school graduate	Biparental family
Class 3				
Student 21	42	Male	High school graduate	Biparental family
Student 22	27	Male	Higher education graduate	Biparental family
Student 23	32	Female	Middle level technical education	Biparental family
Student 24	24	Male	Incomplete high school	Adult relatives
Student 25	27	Female	Middle level technical education	Couple without children
Student 26	23	Female	Middle level technical education	Single parent family
Student 27	32	Female	Incomplete higher education	Biparental family
Student 28	43	Male	Incomplete higher education	Biparental family
Student 29	18	Female	Incomplete high school	Biparental family
Student 30	22	Male	High school graduate	Single adult

Course

As previously mentioned, the course lasted two weeks per class and started at the end of October 2021. Students were offered two training courses (Annex I) – Microsoft 365 and Power Platform –, both available on the Microsoft e-learning platform in Spanish to facilitate participants' learning. So that they could complete the learning trail, the students had access to the computer lab structured in the AVSI Acolhidos room, located in the PTRIG, every day, from 3:00 pm to 6:00 pm, and were accompanied by the consultant contracted by the Fronteira Digital Project. Every day, participants signed the attendance list and supported the consultant in the assembly and disassembly of the lab (the notebooks were kept inside the locker after the room was closed).

Figure 12. Class 1 of the Fronteira Digital Project

Photo: AVSI Brasil

Figure 13. Students focused on Microsoft Brazil Trail

Photo: AVSI Brasil

Figure 14. Class schedule for each class

Class	Start date and completion	Students enrolled	Students that completed the formation
Class 1	From 10/28/21 to 11/11/21	10	10
Class 2	From 11/16/21 to 11/26/21	10	10
Class 3	From 12/01/21 to 12/22/21	10	10
Total		**30**	**30**

The pace of progress in the learning path varied according to the profile of the classes. In class 1, students had more experience in information technology and technology. Therefore, these students chose to complete the two learning tracks structured by Microsoft Brazil for the Project, that is, the Microsoft 365 and Power Platform trails. The second and third groups had less experience in the segment, so they chose to carry out the study at a slower pace and focus only on the Microsoft 365 trail, the subject of the certification test offered by the company within the scope of the Project.

In addition to the online trails, Fronteira Digital participants had access to mentoring sessions provided by Microsoft Brazil so that they could clarify their doubts and receive guidance regarding the certification process. The Project team scheduled the mentorships previously with Microsoft Brazil. The sessions took place collectively in an online and live format, so that knowledge exchanges were enhanced.

Figure 15. Mentoring calendar

Class	Mentorship 1	Mentorship 2
Class 1	11/04/22	11/05/22
Class 2	11/17/22	11/18/22
Class 3	12/09/22	12/22/22
Total	**06 Microsoft Brazil mentorships**	

Figure 16. Mentoring of Class 2

Photo: AVSI Brasil

Despite the challenges experienced by the students, the course was embraced by the participants. 100% of the students completed the Microsoft 365 trail and all 30 students received the Project certificate, which featured the logos of IFC in partnership with the CJTF, Microsoft Brazil, UNHCR and AVSI Brasil (Annex III). The delivery of certificates was conditioned to the completion of training (learning trails), and not to the results of the Microsoft 365 Fundamentals certification exam. The certification test was just another opportunity offered by Fronteira Digital.

Figure 17. Students during training of the Fronteira Digital Project

Photo: AVSI Brasil

Figure 18. Students during training of the Fronteira Digital Project

Photo: AVSI Brasil

For the delivery of certificates, three graduations were organized, one for each class. The graduations consisted of a ceremony and a get-together for the students with a coffee break, in the presence of the Project facilitators and representatives of the organizations that worked on Fronteira Digital (often virtually). During the ceremonies, the Project team encouraged students to remain committed to the next steps and thanked them for their dedication and involvement. Due to the context of COVID-19, except in cases of necessity, students were not allowed to extend the invitation to family and friends. The ceremonies were fundamental as a milestone for the completion of the courses and mentoring stage. The financial resources used in this step were mobilized by IFC and sponsored by the CJTF. Below are some photographs taken during the occasion. The moment of graduation was marked by extreme joy and a feeling of accomplishment.

Figure 19. Graduation with Christmas decorations and typical foods of Christmas celebrations in Venezuela

Photo: AVSI Brasil

Figure 20. Class 3 Graduation – delivery of certificate

Photo: AVSI Brasil

Exam – Microsoft 365 certification

The Microsoft 365 Fundamentals certification exam covers the entire content of the Project learning path entitled 'Microsoft 365' and can be taken by anyone for a fee. The test assesses whether the candidate can use Microsoft software to address common organizational IT challenges[8]. For this reason, in view of the Project's objective of qualifying participants for the job market, it was considered a good opportunity for students to obtain knowledge certification not only through the certificate of completion of the Fronteira Digital learning trails, but also through the badge issued to those who pass the exam. It is noteworthy that certificates of completion of the learning trails were delivered to all students who completed them, regardless of the result of the Microsoft 365 Fundamentals test.

The exams were funded by Microsoft Brazil which, in conversations with IFC, offered to sponsor 30 exams, one for each Fronteira Digital student, as part of its contribution to the Project. Then, 30 promocodes were made available to redeem vouchers to be used when registering for the exam. The promocodes needed to be redeemed via the students' individual e-mails, requiring time and attention from the facilitators, and once released, allowed scheduling the test at no cost.

The Project team had some challenges in the stage of carrying out the tests. The first was related to the structure of the laboratory, because, although there was a restriction of time and space,

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8   For more information, access: https://docs.microsoft.com/pt-br/certifications/exams/ms-900

the exam required that the students were alone in the testing area. The second challenge was the need to extend both the period for redeeming the promocodes, so that it would be possible to cover the training period of the three classes, and the schedule for carrying out the tests, which are scarce at the end of the year. There was also an initial challenge with the language of the test, which, by default, was applied in Portuguese for the first group and then reapplied in Spanish. Finally, the constant internet outages in the state of Roraima meant that some tests had to be rescheduled.

The Microsoft Brazil team was very helpful and supported the Project team in the necessary adaptations in response to the aforementioned challenges and, as the classes went by, the process became more fluid. However, despite the team's effort and the students' dedication, only one of them reached the minimum score (700 points) to get the Microsoft 365 Fundamentals exam badge. Faced with this result, the team understood that, even with the trail and the mentoring, two weeks of study were not enough to provide the ideal level of preparation for the students. For this reason, it is suggested that certification tests be included only in projects whose training stage is more extensive. For projects such as Fronteira Digital, whose final focus was on employability and Interiorization of participants, only short-term courses are recommended.

Stage II – Lessons learned

- Given the vulnerability of the target audience, dropouts may occur during a training project. Careful monitoring of students in the first days of the course is recommended, as well as the prior development of strategies to mitigate challenges and the structuring of a waiting list for unforeseen events.

- It is important to work out the details of the proposed activities from the perspective of the target audience, as inclusion must go far beyond the selection process. In the case of Fronteira Digital, the provision of snacks, school kits and the Project's T-shirt, as well as allowing the presence of children at the computer lab in cases of need, brought welcome and encouragement to participants who were in a vulnerable situation, which helped them to respond positively to Fronteira Digital. Likewise, the availability of learning trails, tests and mentorships in Spanish facilitated the understanding of the content by the students and made them more comfortable to remain in the Project. The daily duration of three hours of the course was also a relevant factor, as it allowed students to honor their commitments made outside the scope of the Project.

- Contracting an individual consultant with the right profile for the Project was fundamental to the success of the initiative. In the Fronteira Digital Project, AVSI Brasil's Means of Life team closely followed the students and their families, which was only possible due to the full-time work of the consultant dedicated to the Project. The consultant was responsible for monitoring the students and their families throughout the entire implementation of the Project through the creation of a group for each class in the WhatsApp application, regular visits to students in the shelters and support in the most diverse demands presented by students within the scope of Fronteira Digital. The individual consultant also organized complementary training to the course, which involved knowledge of the geography of Brazil and notions of labor laws and human rights, which further prepared the students for stage III of the Project.

All these tasks required interpersonal and organizational skills, fundamental for a project like Fronteira Digital.

- Certification exams are more recommended for projects whose training stage is longer. For projects such as Fronteira Digital, whose ultimate focus was on employability and Interiorization of participants, short-term courses are recommended.

- Connectivity is a challenge in Roraima. The Project paid for and installed an exclusive internet point for its activities, but connectivity in the state is irregular, which caused some setbacks at various stages. For future projects, it is also suggested to purchase a mobile modem that works independently of the Wi-Fi installed in the room.

- A training provides more than a course. It is also an opportunity to meet new people, practice networking and expand your personal and professional plans. Monitoring the students and their families revealed that, after completing the learning trails, four of the Fronteira Digital participants engaged in volunteer work at the PTRIG itself, taking advantage of their computer knowledge to help the members of the Operação Acolhida in the processes of Interiorization and space organization. More than training, therefore, the Project encouraged students to create connections and boosted their self-esteem. This shows that access to knowledge has enormous relevance in situations of social vulnerability.

4.3. STAGE III – DISCLOSURE OF THE PROJECT TO THE PRIVATE SECTOR

As mentioned in previous sessions, Fronteira Digital is part of a broader IFC initiative supported by CJTF that aims to engage the private sector in developing solutions for the refugee population in Brazil in line with the key pillars of the initiative: (i) Employability (ii) Financial Inclusion, (iii) Affordable Housing and (iv) Improvement of the Business Environment. In this context, considering the Project's interest in assisting participants in connecting with job opportunities in the most diverse regions of Brazil, the engagement of the private sector in Fronteira Digital was fundamental for achieving its objectives.

Communication strategy and plan

To make private sector engagement a reality, IFC team coordinated and established a stakeholder communication plan, in a phased process with different goals. First, a publicity material (or "factsheet") was prepared for the initiative, which contained information about the origins and objectives of the Project (Annex IV). The factsheet, approved by all partners, was released on social networks, and shared in various media vehicles[9]. This effort led to the publication of articles in *Jornal Extra*[10] and *Globo*[11] online about the Fronteira Digital, which included the participation of two students from the Project and AVSI Brasil's Means of Life Officer, Julia Petek, and which

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9 Press releases IFC, AVSI Brasil, UNHCR and Microsoft Brazil
10 Local newspaper.
11 Local newspaper.

boosted the dissemination efforts from the project. This plan featured posts on social networks by IFC and partners.

The second phase of the Fronteira Digital dissemination plan began with the organization of the first awareness meeting with companies from the Companies with Refugees Forum, an initiative of the UN Refugee Agency (UNHCR) and the Global Compact Brazil Network, whose objective is to promote the exchange of experiences between companies, training actions for hiring refugees and sharing good practices for including this population in the workplace. The meeting took place at the end of October 2021 so that the companies' awareness efforts could follow the training schedule for the Project's classes. With the support of UNHCR, an organization with which IFC has a Memorandum of Understanding[12] since 2018, some meetings were made throughout the Project's courses and mentoring stage, inviting companies to engage in the initiative.

The Project's publicity efforts also aimed to sensitize companies that had not yet participated in the UNHCR Companies with Refugees Forum, so as to increase the visibility of the cause and create more opportunities, which proved to be effective: of the 7 companies that expressed interest in the Fronteira Digital, one of them – the second that most hired participants for the Project – did not know the Forum at the time of the first contacts.

The general communication stage was also accompanied by specific meetings with companies that expressed interest in participating in Fronteira Digital. Organized by IFC and in the presence of the entire Project team, these meetings took place in an online format and aimed to present Fronteira Digital in detail, which included, among other points, communicating the objectives of the initiative, explaining how the Interiorization process worked by Employment-Based Modality of the *Operação Acolhida* and what was the role of the Project team in this process.

Companies' engagement

Of the seven companies that expressed interest in the Project, six of them engaged in Fronteira Digital. Of these six, five selected and forwarded specific vacancies to the Project – as recommended in the presentation meetings –, while one of them proposed that the Project team was responsible for looking at the vacancies available on the website and enrolling participants in the opportunities that seemed to make sense.

In the case of this company that asked the Project team to register Fronteira Digital participants in its opportunities' platform, although this was not the recommendation given at the presentation meeting, the Project team committed to registering the resumes, so that potential chances of hiring were not lost. However, this process was not easy and demanded a lot from the team – in addition to unfortunately not generating concrete opportunities. This experience demonstrated that it is necessary for companies to adjust their selection processes so that they can engage in inclusive initiatives. Otherwise, it will hardly be possible to effectively promote the employability of refugees and/or any other vulnerable group.

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12   A Memorandum of Understanding (MoU) is a legal instrument used to express a convergence of wills between two or more parties, indicating an intended common course of action. In the case of the MoU signed by IFC and UNHCR in 2018, the agreement aims to join efforts and create innovative solutions in the private sector to promote opportunities and enable the economic and social integration of forcibly displaced people in Brazil.

In turn, in the case of the five companies that selected specific vacancies for the Project, the team requested in each case that the company included in the description of the vacancies not only information about the position to be performed by the candidate, but also salary and benefits of the position claimed, so that it was possible to evaluate the profiles of Fronteira Digital students who were compatible with the opportunity. This description was extremely important for the Project team, above all, due to the social component of Fronteira Digital. In some cases, certain salary ranges did not support the Interiorization of a family – for example, students whose families consisted of two adults and two children could not participate in selection processes that offered only a minimum wage, since (i) by the rules of the Interiorization process by EBM, at least one of the adults had to commit to take care of the minors while the other worked and (ii) a minimum wage was not enough to cover the expenses of a family of four. Thus, when the complete descriptions were received, the Project team analyzed the profiles of Fronteira Digital participants. If there were synergies, the AVSI team contacted the students to confirm their interest in the vacancy and, if so, forwarded their resumes to the companies. When one of these companies chose to follow the selection process with one or more candidates presented by Fronteira Digital, the Project team facilitated the steps, supporting the organization of the computer lab for the interviews and the preparation and face-to-face monitoring of the students in the stages of interviews and/or remote tests required by the selection processes.

The selection processes of the companies that took part in Fronteira Digital had similar formats, as they mostly consisted of tests followed by interviews of varying lengths. The Project team's major challenges at this stage were (i) the need for several follow-ups so that it was possible to confirm the progress of the hiring process, as companies were not very responsive and (ii) preparing students for the stages of selection processes that were not necessarily inclusive from the point of view of refugees and migrants. As an example, we can mention the fact that questions of tests carried out on digital platforms were in Portuguese and came with a maximum response time, which made it very difficult for the students to perform well in these stages of the selection processes.

After registering candidates on the companies' recruitment platforms and/or sending their resumes, four companies offered interviews to Fronteira Digital participants and three hired them. In total, 17 registration processes were carried out on company recruitment platforms, 13 interviews were carried out and 5 people were hired by the Project, 4 of them in positions requiring basic knowledge in software and focusing on client service. The table below summarizes the results of contacts with companies that expressed interest in the Project:

Figure 21. Engagement of companies that expressed interest in Fronteira Digital

Class	Engaged with the Project after the presentation meeting?	Students enrolled in the job vacancies platform	Students interviewed	Students approved
Company 1	Yes	8	5	3[13]
Company 2	No	0	0	0
Company 3	Yes	1	0	0
Company 4	Yes	5	0	0
Company 5	Yes	2	2	0
Company 6	Yes	1	1	1
Company 7	Yes	N/A	5	1
Total	**6 Companies**	**17**	**13**	**5**

Figure 22. Follow-up of candidate applications for vacancies offered by companies
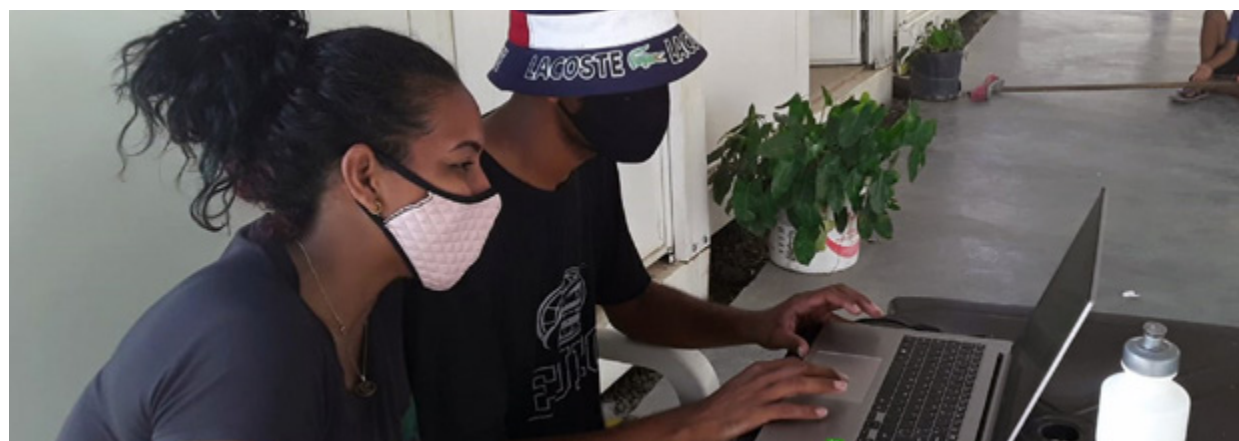
Photo: AVSI Brasil

Stage III – Lessons learned

• The Project's dissemination phase revealed not only that companies have different levels of understanding of the reality of refugees and migrants and the mechanisms that facilitate their hiring in Brazil, but also that these divergences can occur within the same company. In general, it was noted that the Human Resources (HR) departments are the most prepared to work towards the inclusion of refugees and migrants. An effort to equalize general and internal knowledge is needed so that inclusive processes become a more frequent reality.

• The stakeholders' communication stage also revealed that many companies were more willing to offer funds and training than job opportunities to Fronteira Digital participants. When the Project team presented the initiative, many listeners were more interested in sponsoring

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13 In fact, four students were approved, but one of them had already moved to another state and, in the end, was hired by another partner company of the Project in the destination city, Brasília.

Fronteira Digital in the most diverse formats than likely to direct the team to their company's HR managers.

- The most successful selection processes were those in which companies made their selection processes more flexible and/or adapted to the recommendations of the Fronteira Digital team, which ranged from the request for inclusion of the Project team as an intermediary in the process between the company and the candidate until the request to adjust the start date in accordance with the procedures for the Interiorization process of the *Operação Acolhida*. Companies that considered the vulnerability level of refugees and the local connectivity challenges responded better to the Project's proposal and were able to carry out more inclusive selection processes and generate learning, even in cases where there was no approval. The willingness of some companies to, for example, give feedback to candidates was extremely important to manage expectations, considering the context of the candidates and the concern for the well-being of their families. On the other hand, the lack of response from other companies harmed not only some Fronteira Digital participants who, when frustrated, chose not to participate in selection processes linked to the Project and seek an opportunity locally, but also the work of the team, which spent resources and time on selection processes without the necessary engagement on the part of some companies. In general, companies that were able to adapt had a genuine desire to increase diversity in the corporate environment and greater integration between the Human Resources team and the managers responsible for the vacancies made available.

- Training in technology was quite interesting as a mechanism to change the profile of job opportunities offered to Project participants, but it did not have the same effect on the level of wages offered. In general, according to AVSI Brasil's experience in the context of the *Operação Acolhida*, the opportunities that arise for refugees and migrants require little schooling and describe mostly operational functions. However, the training in software promoted by Fronteira Digital allowed the Project team to receive vacancies with other characteristics, which focused, for example, on customer service. One of the Project participants who had been interiorized with a job vacancy for a beginner profile was even promoted to administrative assistant when presenting the certificate of participation in the Project. On the other hand, the wages offered did not follow the change in the profile of vacancies. Wages remained low, even for students with higher or technical education. The difficulty in the diploma revalidation processes exacerbated the problem. The low wages affected the possibility of some Project participants and their families to go through the Interiorization process, since, in cases where the wage offered did not support the family profile, the process did not advance.

- Participants with certain family profiles had more challenges than others in the process of connecting to selection processes. To exemplify, the family of one Fronteira Digital participant consisted of the student, an elderly person and four children. The participant was able to participate in the Project because there was a second responsible adult to take care of the children in case of Interiorization through Employment-Based Modality. However, even with all the support from the Project team and the candidate's excellent profile, it was not possible to find a job opportunity that suited the minimum resources and structures necessary to ensure the autonomy of this family. It is necessary to think of specific Projects for more challenging family compositions from the point of view of Interiorization by EBM. According to a report produced by UNHCR, AVSI Brasil and Polis Pesquisa published in 2021, single-parent

families are among those who suffer most with this situation, staying longer in shelters than other family profiles[14].

• Initially, the Project team expected to complete the selection processes stage in less time, but it was necessary to extend the schedule due to the long deadlines for completion of the companies. In view of this, it is recommended (i) that future projects focused on employability consider more time for this phase, given that the selection processes are composed of several stages (for example, application on recruitment websites, performing logic and interpretation of text tests, interviews, among other activities) and (ii) that the natural delay of the processes be informed in advance to the participants to avoid frustrations.

4.4. STAGE IV: HIRING AND INTERIORIZATION

As soon as the students were selected in the selection processes of the companies engaged in the Project, the labor hiring processes began and, in case of success in this phase, the displacement of the candidates to the cities where the job opportunities were located, that is, Interiorization. In order to make it possible to advance in this stage of the pilot, the Fronteira Digital team followed all the provisions of the *Operação Acolhida*, which are very important to guarantee a safe relocation process and better local integration and preparation for the performance of work duties. The determinations suggest steps towards Interiorization, as follows:

• Presentation of job proposals

• Documentation

• Fit For Travel (FFT) and flight fit

• Search for transit shelters in destination cities

• Interiorization (travel)

• Reception and accommodation in the destination city

• Beginning of work activities

Next, we describe in detail how the Project team coordinated each of these stages in cases of approval of Fronteira Digital students in selection processes.

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14   For more Information, access: https://www.acnur.org/portugues/wp-content/uploads/2021/07/relatorio-operacao_aco-lhida-Final.pdf

Presentation of a job proposal

As previously mentioned, prior to the selection process, the Project team asked the companies engaged in Fronteira Digital to include in the job description not only information about the job to be performed by the candidate, but also the salary and benefits of the position claimed. The idea was to maintain compliance with the social component of the Project. Likewise, when Project students were approved in the selection processes, so that participants could make the decision whether or not to accept the opportunity offered autonomously and with as much information as possible, the Project team asked companies to present full proposals. For the team, it was essential that decision-making power be centered on the candidate, and, for that, the participant should obtain all relevant information to exercise it. Thus, the Project had the help of hiring companies to include the following information in the proposals:

•   Position and duties to be performed;

•   Salary and benefits;

•   Time and place of work (including shifts and breaks);

•   Training conditions (where applicable).

In this format, proposals were presented to Fronteira Digital participants approved in the selection processes, always accompanied by information on the benefits of the Project itself, such as the possibility of housing support in shelters provided by the UNHCR Network and AVSI Brasil for a maximum period of 3 months and a minimum of 45 days. When the candidates accepted the conditions of the proposal, they signed the letters, and the documentation stage began.

Documentation

Under the responsibility of AVSI Brasil team dedicated to the Project, the documentation stage consisted of compiling and sending the basic documentation necessary for the digital admission of the Fronteira Digital participant. Considering that refugees forcibly leave their countries of origin due to serious and generalized violation of human rights or persecution, they do not always have complete original documentation. For this reason, federal laws and regulations provide for the simplification of the documentation necessary for the exercise of rights in national territory, such as the Migration Law (13.445/2017) and eSocial. Therefore, it was up to the AVSI Brasil team to explain these peculiarities to the contracting companies and provide information on the relevant documentation in accordance with the laws of Brazil. It should be noted, however, that at no time did the Project team become involved in the companies' internal hiring procedures, whose competence rested exclusively with the Human Resources teams of the contracting companies. After sending the documentation, the companies were responsible for checking and validating the data in government databases and internal systems and for admission to eSocial.

eSocial, which replaced CAGED as of January/2020, as defined by SEPRT Ordinance No. 1,127 of 10/14/2019, is completely adapted to the regulations related to the hiring of refugees and migrants, requiring only the CPF[15] and NIS[16] (PIS/PASEP or NIT) for the admission of an employee through the system, whether national or foreign[17]. According to the eSocial website and Brazilian regulations, this is the necessary documentation for hiring a person in a refugee and migration situation in the country:

- Taxpayer ID (CPF);

- Valid foreigner identification document (equivalent to RG), namely:

  - Asylum Request Protocol (or)

  - CRNM (National Migration Registration Card) protocol (or)

  - CRNM;

- Digital Employment Card – which does not have a number and is accessed exclusively through the CPF number. It is provided for in Ordinance No. 1,065, of 09/23/2019, which regulates Law No. 13,874/2019. [UNHCR | Guidance for Digital CTPS](#);

- Admission exam – Which can be done in Boa Vista, if the company is interested, to speed up the hiring process;

- Bank account details.

After the Interiorization of the participants and effective start in the company, any questions (documental, relational, among others) should be dealt directly with the participants of Fronteira Digital hired and not with the Project team.

Fit For Travel (FFT) and fit on flights

Once the candidates' documentation was approved, the Fit For Travel process began. The FFT is a fundamental step in the strategy of Interiorization of the *Operação Acolhida* in Roraima, where the Fronteira Digital participants were located. All refugees and migrants who travel to other states through any Project or modality need to go through this step, since flights are made available by *Operação Acolhida*. For this, the participants and their family nucleus go through a process of updating the vaccination card, COVID-19 test, document verification and others, according to each case.

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15 Brazilian Individual Taxpayer Registration.

16 Brazilian Social Identification Number.

17 For more information, access: https://www.gov.br/esocial/pt-br/empresas/perguntas-frequentes/perguntas-frequentes--producao-empresas-e-ambiente-de-testes/#07----outras

After completing the FFT process, those selected await the availability of seats on the flights so that they can proceed with the Interiorization. This stage of the *Operação Acolhida* has chartered flights and tickets on commercial flights and needs to follow some guidelines. For this reason, flights are not made available in a standardized way and travelers are fitted to flights. Thus, it is extremely important to coordinate this step with companies because the start date of work activities must coincide with the travel date. The flexibility of the contracting company at this stage is essential for the success of the operation.

Search for transit shelters in the destination city

The Fronteira Digital team also helped in the first steps of the local integration of families in the destination cities to ensure that they were properly settled, so that Project participants could start their work activities. This was only possible due to UNHCR's support to the Project, which helped the team in the search for partner shelters that could receive the families at their destination. The duration of stay of families is evaluated on a case-by-case basis, but, in general, the maximum stay is always 3 months. The objective of the shelter is to provide the necessary basis for the interiorized family to settle in the destination city, get to know the surroundings and prepare for its full autonomy, that is, leaving the shelter and complete integration in the destination city.

Interiorization (travel)

Once the vacancies in the destination shelters were confirmed and the families completed their documentation and FFT processes and received their flight dates, the Fronteira Digital participants who passed the selection processes of the companies engaged in the Project were ready to travel. At this point, the companies were informed about the departure and arrival dates.

Reception and accommodation in the destination city

The AVSI Brasil team engaged in the Project and UNHCR monitored the process of boarding and receiving the families at the destination, making direct contact with the Project participants to ensure that everything went as expected.

Start of work activities

Once settled in the shelters, Fronteira Digital participants were able to start work activities in the contracting companies. Companies were recommended to establish an interval of at least 48 hours between the selected candidate's arrival in the destination city and his presentation at the company, considering the travel time and the period necessary for the family to settle in the destination shelter.

Stage IV – Lessons learned

- In general, it is necessary to raise awareness and sensitize companies that the Interiorization process involves a series of gears and actors that need to be mobilized for the arrival of refugees and migrants at their destination and that, in this context, the flexibility of certain procedures for hiring is necessary to meet the needs of refugees. The most successful processes were those in which the companies made their processes more flexible and/or adapted to the recommendations of the Fronteira Digital team, both with regard to documental issues and the flexibility of start dates, bearing in mind that the Interiorization process procedures of the *Operação Acolhida* not only depended on the Project team, but also within the scope of the request for a 48-hour break between the family's arrival in the destination city and the start of activities at the company. The sensitivity of our partner companies was fundamental for the realization of the hiring process.

PROJECT
RESULTS

5

5. PROJECT RESULTS

The Fronteira Digital Project aimed to (i) offer technical qualification in software to the participants, (ii) contribute to their Interiorization through Employment-Based Modality and (iii) build the business case for the inclusion of refugees in the Brazilian labor market. In addition, Fronteira Digital committed itself to encourage the participation of women in the technology sector and sought to include at least 60% of the participants in the labor market, aiming at inclusive economic development.

In general, the Project was successful in its objectives. Fronteira Digital was able to offer technical qualification to all participants, contributed to the direct hiring of 5 representatives of family groups participating in the project and was able to demonstrate to companies the viability of hiring refugees, in addition to having enabled the training of 16 women (53% of the Project participants) in technology software. In this context, the Project's direct employability was around 20% and not 60%, but the team considered the work successful. The fact that 80% of the students hired directly through the project were allocated to vacancies with a requirement for knowledge of software and client service profile, added to the reasons highlighted in the paragraphs below, explain why.

There is no exact science for the processes of Interiorization of refugees. In this context, considering that the Project could not guarantee employment to its participants – bearing in mind that the decision on whether or not to grant an opportunity rested exclusively with companies engaged in Fronteira Digital – the team chose to encourage students to seek alternative solutions while the Project was running. Thus, participants would be more likely to be interiorized and the Project would act as an extra boost in the hiring process and not as something that held them back without guaranteeing success. This choice had an impact on the Project's employability metric, since, when opportunities arose, some students chose other types of Interiorization modality than EBM, for example, while others, who had children and whose spouse got a job before, needed to interiorize for the vacancy obtained by his/her partner and refrain from looking for a job so that he/she could take care of minors – which made it impossible for these participants to be included in the Project's direct hiring metric. In addition, as we tried to demonstrate in previous sections of this report, the Interiorization process by Employment-Based Modality involves several actors (governmental, private, and civil society), so that its management is quite complex and subject to unforeseen events. The flexibility of each entity involved in these hiring processes is extremely relevant for the success of the operation and, consequently, of an Interiorization process. During the Project, some companies ended up not making their selection and hiring processes more flexible in order to make them more inclusive from the point of view of refugees, which also hindered the Project's employability goal, although it was a factor beyond the team's control.

This whole process generated learning. The delivery of the Project went beyond connecting participants with selection processes and contributing to their hiring. The Project was able to mobilize its participants in favor of the search for autonomy and moved the debate in the private sector on the subject, which has great potential within the scope of an inclusive society. Although these contributions are not easily measurable, we greatly appreciate the fact that the team was successful in communicating the Project to the private sector, especially considering that the debate on the employability of refugees is still underdeveloped in Brazilian society.

Having made these brief comments, a table is presented below with details of the results achie-ved by the participants of the three classes of the Fronteira Digital Project as of June 2022[18]:

Figure 23. Summary table of results achieved by Fronteira Digital participants

Student	Completion of Microsoft trail	Certificate of Completion of the Fronteira Digital trails	Test Completion	Interiorized	Status
Class 1					
Student 1	100%	Yes	11/17/2021	No	Unavailable for hiring*
Student 2	100%	Yes	11/17/2021	No	Unavailable for hiring*
Student 3	100%	Yes	11/19/2021	No	Searching for job
Student 4	100%	Yes	11/17/2021	Yes	Unavailable for hiring*
Student 5	100%	Yes	11/19/2021	Yes	Spouse hired through partner project**
Student 6	100%	Yes	11/19/2021	Yes	Searching for job
Student 7	100%	Yes	11/17/2021	Yes	Hired through partner project**
Student 8	100%	Yes	11/19/2021	Yes	Spouse hired through partner project**
Student 9	100%	Yes	11/17/2021	Yes	Hired through Fronteira Digital and wife hired through Fronteira Digital
Student 10	100%	Yes	11/17/2021	Yes	Hired through partner project**
Class 2					
Student 11	100%	Yes	Did not take test	Yes	Hired through partner project**
Student 12	100%	Yes	11/30/2021	Yes	Hired through partner project**
Student 13	100%	Yes	11/30/2021	Yes	Spouse hired through partner project**
Student 14	100%	Yes	11/25/2021	Yes	Spouse hired through partner project**
Student 15	100%	Yes	11/25/2021	No	Searching for job
Student 16	100%	Yes	11/26/2021	Yes	Hired through partner project**
Student 17	100%	Yes	11/30/2021	Yes	Hired through Fronteira Digital
Student 18	100%	Yes	Did not take test	No	Searching for job
Student 19	100%	Yes	11/26/2021	Yes	Searching for job
Student 20	100%	Yes	12/01/2021	Yes	Spouse hired through partner project**
Turma 3					
Student 21	100%	Yes	01/11/2022	No	Hired through Fronteira Digital
Student 22	100%	Yes	01/11/2022	Yes	Searching for job
Student 23	100%	Yes	01/11/2022	Yes	Hired through Fronteira Digital
Student 24	100%	Yes	01/11/2022	Yes	Hired through partner project**
Student 25	100%	Yes	01/12/2022	No	Unavailable for hiring *
Student 26	100%	Yes	01/12/2022	Yes	Spouse hired through partner project**

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18 June 2022 was the date on which the Project team completed the last checks with the participants of the Fronteira Digital prior to the writing of this report. It is possible that participants who have not been approved in selection processes and/or who did not want to participate in them until then have changed their employment status in the subsequent months.

Student	Completion of Microsoft trail	Certificate of Completion of the Fronteira Digital trails	Test Completion	Interiorized	Status
Student 27	100%	Yes	01/12/2022	Yes	Unavailable for hiring *
Student 28	100%	Yes	01/12/2022	Yes	Hired through partner project**
Student 29	100%	Yes	01/13/2022	Yes	Unavailable for hiring *
Student 30	100%	Yes	01/13/2022	Yes	Hired through partner project**
Total	**100%**	**100%**	**-**	**23/30 – 76%**	**19[19]/30 – 60% empregados**

* People classified as "unavailable for hiring" are those who were not looking for a job at the time of verification.
** Partner projects specified in figure 24.

As mentioned, some students from the Project made use of other modalities of Interiorization than the Employment-Based Modality. In these cases, the *Acolhidos por Meio do Trabalho* Project (AVSI Brasil) was responsible for the relocation of eight families, whether they left Boa Vista with a guaranteed job or chose the institutional modality to the Casa Bom Samaritano. UNHCR's institutional modality was responsible for relocating another six families who were in Rondon 5 (Interiorization center) to shelters in various cities, but it also welcomed two families who relocated with job vacancies through the Fronteira Digital Project, one for Brasília and another for Rio de Janeiro. The Social Reunion, Family Reunification and Own Expenses travel strategies were also mobilized by the students. The following table specifies the travel arrangements:

Figure 24. Summary table of the modalities of Interiorization sought by participants of Fronteira Digital

Modality of interiorization	Total of families interiorized	Total of people interiorized
Institutional by UNHCR without job at destination	4	26
Institutional by UNHCR with job at destination	4	15
Institutional by AVSI Brasil without job at the original destination followed by EBM Project *Acolhidos por Meio do Trabalho from AVSI Brasil*	2	7
EBM *Operação Acolhida*	3	11
EBM *Project Acolhidos por Meio do Trabalho* from AVSI Brasil	6	22
EBM Project *Empoderando Refugiadas*	1	6
Travel at own expense without job at destination	1	1
Social reunion/ family reunification without job at destination	1	11
Social reunion/ family reunification with job at destination	1	6
Total	**23 families**	**105 people**

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19   18 is the number of Project families that had access to employment; However, if we consider the number of jobs or people hired, the total number is 19 considering that in the family of "student 9" it was the couple (participant and wife) who were hired by a partner company of the Fronteira Digital Project. In terms of Interiorization with access to employment, the project contributed to the Interiorization of 17 families, as one student (21) had access to employment locally.

The Project continued to seek opportunities for participants interiorized by institutional modalities who were able to work. Five students who interiorized through other modalities (for example, institutional) had access to face-to-face job interviews in the destination city through the Fronteira Digital Project. It was the case of a student in Brasilia, interiorized by the UNHCR institutional modality for a partner shelter, who had access to an interview in the destination city and was hired. Of the three classes of Fronteira Digital, 19 people had access to job openings (5 of which were reached directly through Fronteira Digital and the rest through partner projects) distributed in the following cities:

Figure 25. Geographical distribution of job openings for Fronteira Digital participants

State of Brazil	Number of people hired
Distrito Federal (DF)	2
Goiás (GO)	4
Santa Catarina (SC)	5
São Paulo (SP)	4
Rio Grande do Sul (RS)	2
Rio de Janeiro (RJ)	1
Roraima (RR)	1
Total[20]	**19**

The results of the Project were satisfactory for the team and showed that Fronteira Digital played an important role in promoting the autonomy of its participants and in changing the mindset of some companies in the context of hiring refugees. In some cases, the difficulty of getting a job opportunity is not related to low qualifications, but to the lack of opportunities and the need to recover self-esteem and confidence on the part of the refugee. Thus, by providing technical training to participants, Fronteira Digital focused on their skills, allowing them to develop further and allowing companies to see them as professionals and not just refugees.

For all the results shown here, the team once again thanks the engagement of partners and companies interested in being part of Fronteira Digital. A Project like this necessarily depends on the engagement of various actors and "anonymous heroes", as described by one of the Project participants, without whom it would not have been possible to move forward.

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20   The number of people hired includes the wife of a student who was hired at the same company as him in São Paulo due to Fronteira Digital. The number could reach 20 if we consider that Fronteira Digital arranged an interview for a refugee who was staying at Casa Bom Samaritano and did not participate in the project but got the job.

FINAL MESSAGE

6

6. FINAL MESSAGE

Although the inclusion of forcibly displaced populations (FDP) in host countries is a challenge, especially in emerging countries, a successful articulation between the various actors in society (public authorities, private sector, and civil society) has great potential to overcome it. The Fronteira Digital Project shows that these articulations are possible and have the power to impact the lives of vulnerable people and allow them to once again become protagonists of their own development.

Especially with regard to companies, in a world where the integration of social, environmental and governance aspects becomes essential for maintaining good performance in the long term, commitment to the environment and the global community is essential. In this context, the Project demonstrates the importance of inclusion strategies being actually reflected in the most varied processes of companies. The gains are diverse. Pilots[21] aimed at hiring refugees have demonstrated the great potential of including this vulnerable group in the labor market, both in terms of increasing diversity and improving other measures of company performance, contributing, above all, to inclusive economic development.

We encourage the implementation of more projects such as Fronteira Digital so that it is possible to consolidate the business case for the inclusion of refugees in the Brazilian labor market and to increasingly strengthen the role of the private sector in promoting values such as diversity and equal opportunities.

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[21]   For an example of other refugee employability projects, access: https://br.sodexo.com/midia/sodexo-na-imprensa/co-nheca-o-programa-somos-todos-c-3.html

ANNEXES

7. ANNEXES

ANNEX I

Microsoft Learn
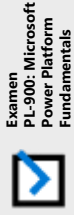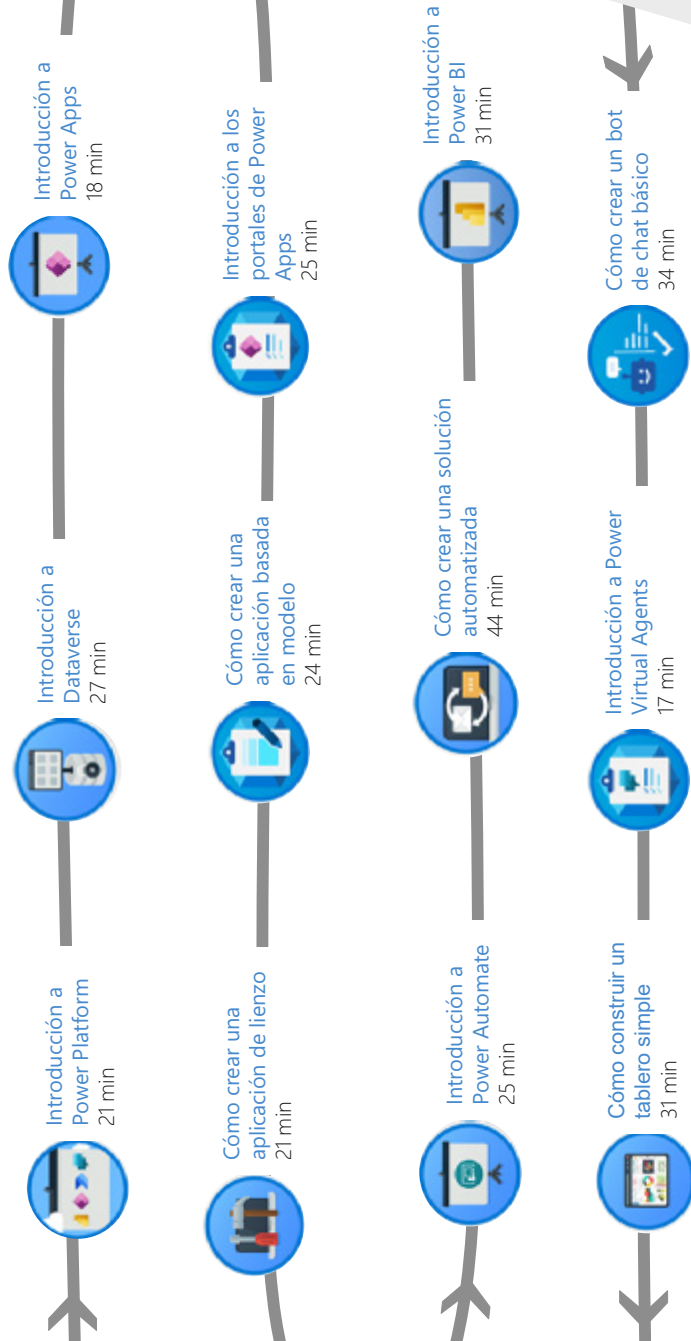Tutoriales interactivos gratuitos

Examen
MS-900: Microsoft 365
Fundamentals

Fundamentos de Microsoft 365

Parte 1: Capacidades de productividad y
trabajo en equipo de Microsoft 365

Parte 2: Capacidades de administración
empresarial de Microsoft 365

Parte 3: Capacidades de cumplimiento y
seguridad de Microsoft 365

Parte 4: Licencias, servicio y soporte
de Microsoft 365

Fundamentos de Power Platform

Microsoft Learn

Tutoriales interactivos gratuitos

Examen
PL-900: Microsoft
Power Platform
Fundamentals

Ruta de aprendizaje: Fundamentos de Microsoft Power Platform

Introducción a Power Apps
18 min

Introducción a Dataverse
27 min

Introducción a Power Platform
21 min

Introducción a los portales de Power Apps
25 min

Cómo crear una aplicación basada en modelo
24 min

Cómo crear una aplicación de lienzo
21 min

Introducción a Power BI
31 min

Cómo crear una solución automatizada
44 min

Introducción a Power Automate
25 min

Cómo crear un bot de chat básico
34 min

Introducción a Power Virtual Agents
17 min

Cómo construir un tablero simple
31 min

ANNEX II

HISTÓRICO EDUCACIONAL

Ensino Médio Completo

Ensino Superior em Informática

CURSOS

Curso Nº1
Período: Maio de 2013
Empresa: XX

Curso Nº2
Período: Maio de 2007
Empresa: XX

Curso Nº3
Período: Maio de 2003
Empresa: XX

Curso Nº4
Período: Maio de 2000
Empresa: XX

Curso Nº5
Período: Maio de 1997
Empresa: XX

EXPERIÊNCIA PROFISSIONAL

Auxiliar Hidraúlico
Empresa XX - 02/2005 - 05/2011
- Auxílio na manutenção corretiva e preventiva de rede de esgoto

Coordenador de Operações
Empresa XX - 03/1998 - 09/2004
- Desempenho de funções estratégicas para logística de cargas

Aluno Fronteira Digital

IDADE:47
NACIONALIDADE:VENEZUELANA
ESTADO CIVIL:CASADO

RESUMO PESSOAL

Formado na área de Informática.
Com grande experiência tanto na
área de serviços gerais, quanto no
setor de logística empresarial

CARACTERÍSTICAS POSITIVAS

Pontual
Responsável
Respeitoso

CONTATO

Email: alunodasilva@gmail.com
Telefone: 95 00000000
Endereço: Rua Venezuela N°123 Bairro
Acolhedor

FRONTEIRA DIGITAL

ANNEX III

CERTIFICADO

Certificamos que _____ participou do **Projeto Fronteira Digital**, no período de 11/11/2021 a 26/11/2021, realizado em Boa Vista (RR), Brasil.

Parabéns por seu empenho e dedicação.

_____

Heli Roberto Mansur dos Reis

Gerente Geral – AVSI Brasil filial Roraima

Boa Vista, 26 de Novembro de 2021.

Patrocínio

Apoio

Implementação

ANNEX IV

Material de Divulgação - Projeto Fronteira Digital

Contexto: Dados da Agência da ONU para Refugiados[i] apontam que, até o final de 2020, cerca de 82.4 milhões de pessoas em todo o mundo foram forçadas a deixar suas casas devido a conflitos, violência, violação dos direitos humanos e sérios problemas de ordem pública em seus países de origem. Destas, mais de 5 milhões deixaram a Venezuela em busca de proteção internacional e melhores condições de vida, tendo sido o Brasil o quinto país de destino mais procurado[ii]. Para garantir o atendimento humanitário a estes refugiados e migrantes, o governo federal criou em 2018 a Operação Acolhida. A operação se baseia em três pilares: (I) Ordenamento da Fronteira e Documentação, (II) Assistência Humanitária e Abrigamento e (III) Interiorização. A interiorização pode ser realizada em quatro modalidades, das quais destaca-se a opção por Vaga de Emprego Sinalizada (VES). Segundo a Polícia Federal, de 2017 até junho de 2021, mais de 610 mil venezuelanos entraram no País, mais de 260 mil solicitaram regularização migratória e cerca de 60 mil pessoas foram interiorizadas[iii].

Histórico da iniciativa: Embora a inclusão de populações deslocadas à força (FDP, do inglês *Forcibly Displaced Population*) nos países anfitriões seja um desafio, especialmente em países emergentes, uma articulação de sucesso entre os diversos atores da sociedade (poder público, setor privado e sociedade civil) tem grande potencial para superá-lo. Em especial no que tange às empresas, em um mundo em que a integração dos aspectos sociais, ambientais e de governança se torna fundamental para a manutenção de uma boa performance no longo prazo, o compromisso com o meio ambiente e a comunidade global é essencial. Pensando nisso, em 2018, a International Finance Corporation (IFC), membro do Grupo Banco Mundial, e a Agência da ONU para Refugiados (ACNUR) assinaram um acordo para unir esforços e criar soluções inovadoras no setor privado para promover oportunidades e possibilitar a integração econômica e social das pessoas deslocadas à força no Brasil. Assim, com patrocínio do governo japonês, a IFC desenvolveu o projeto *Making Markets Work for Forcibly Displaced Populations* para explorar como o setor privado poderia contribuir com soluções para a crise migratória em Roraima, Brasil, com ênfase em quatro áreas: (i) Empregabilidade (ii) Inclusão Financeira, (iii) Habitação Acessível, e (iv) Melhora do Ambiente de Negócios. O projeto **Fronteira Digital** responde ao pilar de empregabilidade e de melhora do ambiente de negócios, assim como seu predecessor, desenvolvido em parceria com a Sodexo On-Site em 2019[iv]. Mas, se no piloto de 2019 o foco era o setor de catering hospitalar, desta vez, o foco das atividades está no setor de tecnologia. Afinal, o **Fronteira Digital** também é parte integrante da agenda de atividades proposta na parceria firmada em 2021 entre a IFC e a Microsoft que, por meio do plano Mais Brasil apoia o crescimento inclusivo por meio de tecnologia, programas de qualificação e empregabilidade. Esta parceria foi firmada por meio da Microsoft Participações. O projeto visa reduzir as

Material de Divulgação - Projeto Fronteira Digital

lacunas de conhecimento técnico em softwares de mulheres e populações vulneráveis no Brasil para ampliar os ganhos de produtividade e a geração de renda no setor de tecnologia do país, e promover o desenvolvimento econômico inclusivo. Para implementação do projeto em Boa Vista (RR), a IFC se uniu, também em 2021, à Associação Voluntários para o Serviço Internacional Brasil (AVSI Brasil), uma organização sem fins lucrativos responsável por diversos projetos sociais, dentre os quais se destacam as atividades com migrantes e refugiados no estado de Roraima.

Objetivo do projeto: Selecionar 30 profissionais em situação de refúgio distribuídos entre os abrigos Rondon 1, Rondon 2, Rondon 3, Rondon 4, Rondon 5 e Pricumã (localizados em Boa Vista - RR) para **(i)** participação em cursos de qualificação com foco em softwares da Microsoft amplamente utilizados e **(ii)** potencial direcionamento a oportunidades de trabalho disponibilizadas por empresas sediadas em outros estados do Brasil que voluntariamente aderirem ao projeto. A iniciativa visa interiorizar e incluir no mercado de trabalho brasileiro ao menos 60% dos participantes. A contratação bem sucedida deste público demonstrará o potencial de inclusão de um grupo vulnerável no mercado de trabalho brasileiro - além de permitir o acompanhamento dos benefícios gerados para as empresas contratantes, tanto no aumento de diversidade quanto em outras medidas de desempenho como a diminuição do custo de turnover - efeito que tem sido observado em demais experiências de contratação de pessoas em situação de refúgio. Com esse piloto, ajuda-se a construir o "business case", ou o caso de negócio, para a inclusão de refugiados no mercado de trabalho brasileiro e o fortalecimento do papel do setor privado na promoção de valores como diversidade, inclusão e igualdade de oportunidades.

Estruturação:
-Etapa I (realizada): Aquisição de materiais, contratação de serviços de suporte, seleção dos participantes e montagem da trilha de aprendizagem.
-Etapa II (realizada): Execução dos cursos e mentorias fornecidas pela equipe da Microsoft. Para melhor aproveitamento do conteúdo e respeito às recomendações sanitárias das autoridades de saúde do Brasil, os 30 participantes foram divididos em três turmas de 10 pessoas. Os treinamentos tiveram duração de duas semanas por turma e foram iniciados no final de outubro de 2021.
-Etapa III: Divulgação do projeto para o setor privado por meio do Fórum Empresas com Refugiados e das redes dos parceiros. **Empresas interessadas em participar do projeto devem enviar um e-mail para fronteira.digital@avsi.org.br até o dia 01/03/2022.**
-Etapa IV: Contratação e Interiorização laboral. Após a alocação dos participantes nas vagas disponibilizadas ao projeto, será iniciado o processo de deslocamento dos

Material de Divulgação - Projeto Fronteira Digital

candidatos para as cidades onde estão as oportunidades de trabalho com participação ativa da AVSI, suporte do ACNUR e monitoramento da IFC. Espera-se que, a partir da seleção do candidato, o profissional esteja disponível na cidade de destino no período de um mês.

Ponto de contato:
Empresas interessadas em oferecer vagas para o projeto e entrevistar os candidatos devem enviar um e-mail para fronteira.digital@avsi.org.br até o dia **01 de março de 2022**.

FAQs:
A partir de quando posso ver o currículo dos candidatos? Os currículos já estão disponíveis para avaliação. Empresas interessadas em oferecer vagas para o projeto e entrevistar os candidatos devem enviar um e-mail para fronteira.digital@avsi.org.br até o dia **01 de março de 2022**.
Como posso entrevistar os candidatos? Para evitar deslocamentos e assegurar o cumprimento das medidas sanitárias, todas as entrevistas deverão ser realizadas de forma remota, através de Microsoft Teams, Google Meet ou Zoom.
Quais os cursos disponibilizados aos participantes do programa? Os participantes tiveram acesso aos cursos da plataforma de e-learning da Microsoft com ênfase em Microsoft 365[v] e Power Platform[vi].
Quanto tempo demora até o candidato selecionado chegar na cidade de destino? Cerca de um mês e meio. Este período é necessário para a estruturação dos serviços de transporte e acolhida.
Posso selecionar um profissional para posições em qualquer cidade do Brasil? Devido à necessidade de acompanhamento por assistente social e rede de apoio local, sugerimos que as vagas sejam localizadas em Brasília (DF) ou em São Paulo (SP), cidades em que a AVSI e o ACNUR têm uma grande rede de apoio que fornecerá mais amparo ao candidato e a sua família.
Onde o candidato vai morar nas cidades de destino? Em Brasília, o candidato será direcionado para a Casa Bom Samaritano[vii]. Em São Paulo, o centro de acolhimento será definido com base na disponibilidade da rede do ACNUR.
Por quanto tempo o profissional pode morar nos centros de acolhida? Até três meses. Durante o período de estadia, o profissional e sua família serão acompanhados por um assistente social que lhes ajudará a encontrar um local de moradia fixo na cidade de destino.
Tenho dúvidas com relação à documentação do profissional. Podem me ajudar? Acesse o site do Fórum Empresas com Refugiados do ACNUR[viii] e selecione o ícone "contratação". Caso ainda tenha dúvidas, encaminhe sua mensagem para o ponto de contato.

Material de Divulgação - Projeto Fronteira Digital

[i] **ACNUR, 2020.** https://www.unhcr.org/60b638e37/unhcr-global-trends-2020#_ga=2.79797777.729499129.1634151120-704975099.1606751409

[ii] **CASA CIVIL, 2021.** https://www.gov.br/casacivil/pt-br/acolhida/sobre-a-operacao-acolhida-2

[iii] **PAINEL DE INTERIORIZAÇÃO, 2021.** http://aplicacoes.mds.gov.br/snas/painel-interiorizacao/

[iv] **SODEXO, 2019.** < https://br.sodexo.com/midia/sodexo-na-imprensa/conheca-o-programa-somos-todos-c-3.html>

[v] **MICROSOFT 365.** Disponível em:
- https://docs.microsoft.com/es-es/learn/paths/m365-productivity-teamwork-solutions/
- https://docs.microsoft.com/es-es/learn/paths/m365-business-management-solutions/
- https://docs.microsoft.com/es-es/learn/paths/m365-security-compliance-capabilities/
- https://docs.microsoft.com/es-es/learn/paths/m365-licensing-service-support/

[vi] **POWER PLATFORM.** Disponível em: https://docs.microsoft.com/es-es/learn/paths/power-plat-fundamentals/

[vii] **CASA BOM SAMARITANO.** https://www.acnur.org/portugues/2021/02/09/acnur-parabeniza-avsi-e-imdh-por-novo-abrigo-para-refugiados-e-migrantes-da-venezuela-em-brasilia/
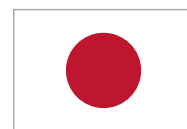
[viii] **FAQ – DOCUMENTAÇÃO - FÓRUM EMPRESAS COM REFUGIADOS:** https://www.empresascomrefugiados.com.br/duvidasfrequentes