



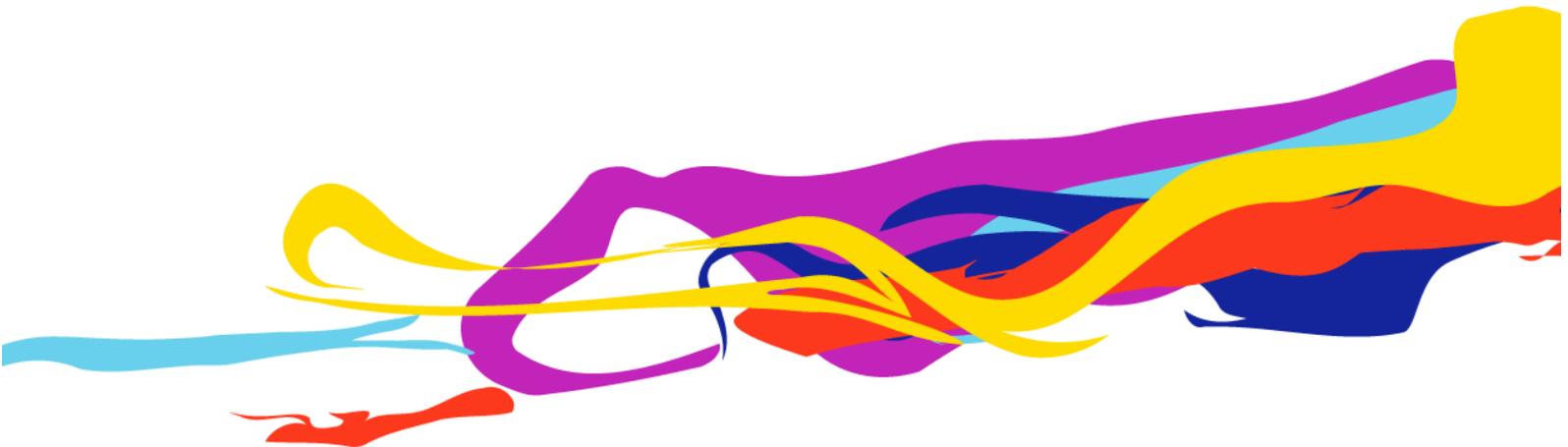
**CRES
CER**

ASSOCIAÇÃO
DE INTERVENÇÃO
COMUNITÁRIA

É UM RESTAURANTE

CRESCER

31/07/2020



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É UM RESTAURANTE

CONTEXT

According to the latest diagnosis published by CML (2019) it is estimated that, in 2018, there were approximately 2328 people living in homeless situation, 361 homeless and 1967 rough sleepers, 38.7% were in the historic area of the city, 25.6% in the center area, 19.8% in the western zone, 10.3% in the eastern zone and 5,6% in more than one of the aforementioned areas. Mostly male 89%, 10% female and 1% other genders. Also in 2013, Santa Casa de Misericórdia de Lisboa (April to December 2013) estimated 649 homeless people, with the parishes of Santa Maria Maior, Arroios, Santo António and Parque das Nações being the ones where the most people were contacted in this situation, representing 46, 2% of the homeless population of the city (13.9%, 10.9%, 10.8% and 10.6%, respectively). In another counting of homeless people in the city of Lisbon, held on December 12, 2013, the numbers calculated did not differ much from those presented above, with the parishes of Parque das Nações, Santa Maria Maior, Santo António and Misericórdia presenting more homeless people (16%, 16%, 13% and 10%, respectively), representing 55% of the total population. In this action, 852 homeless were counted, of which 343 were staying at night shelters.

People in homeless conditions are one of the most vulnerable groups in the city of Lisbon. The situation of homelessness, in addition to the harmful consequences it causes in terms of health (physical and mental), also promotes a deterioration in the level of social and professional skills required by the norms of society and the world of work, which makes its inclusion difficult in the community. Due to their state of disorganization and instability, due to the various associated problems (psychiatric illness, fragile health, addictive behaviors), these people do not have access to treatment structures or other support structures, and when they do, they often perpetuate themselves in a assistentialism logic, little promoting its personal development and its autonomy. Most of them exhibit self-destructive behaviors - unbalanced diet, careless personal hygiene, denial of physical health conditions and psychic (confusion states, depressed states, delusional episodes). They often have difficulties in projecting into the future, functional experience and obtaining gains in relation to the other, disbelief and giving up in the face of existing social responses. Most of these people have lost their family support network and are in a gradual process of de-socialization and exclusion from the community and their local social support networks.

Some of the most determining characteristics of this population are the precarious conditions in which they live, the lack of means of subsistence and the absence of a social and family support network. The successive ruptures between the individual and society are often reflected, not only in a situation of unemployment, but also in family, affective and friendship ruptures.

These people, due to all the characteristics inherent to their life situation, including the fact that they do not have a stable housing, have an extreme difficulty in finding or maintaining a work occupation, and consequently have no source of stable income. All of these factors end up being interconnected and become cause-and-effect with each other. As a result of all these facts, they develop begging habits and resort to illegal activities for punctual and immediate acquisition of income.

It is necessary to create a set of integrative responses for this group, recognizing their past, and looking at their skills, enhancing them on the path of inclusion. It is required that this set of responses and intervention strategies must be adapted to the real needs of these people, making it necessary to address this issue in an adapted and innovative social perspective.

With regard to the integration of this population in the labor market, it is possible to verify that there is an insufficiency and a precariousness of responses that can be reversed through the implementation of structured projects that aim, through the development and acquisition of skills and competences, a personal, social and professional growth. The operationalization of these innovative responses, adapted to the real needs of people and promoting their training at a personal and social level, has a fundamental role in improving their living conditions, reduces social asymmetries and, consequently, is also a decisive part in their inclusion.

In view of the aforementioned difficulties, some people do not have the instruments, by their own means, to overcome them. Thus, there is a need to reinforce the fight against social exclusion, reintegrating these people into the community and helping them to overcome individual and social barriers, using innovative models and creating alternative responses to those available to people in situations of poverty. shelter in the city of Lisbon. In this sense, the character of this project will involve working with this population and the community with a socially valued image and increased opportunities for social and professional inclusion. Thus, it is intended that this project contributes to the well-being and improvement of the quality of life of homeless people in the city of Lisbon, through the implementation of pioneering responses and adapted to personal and social reality.

TARGET GROUP

The project is aimed at people experiencing homelessness and rough sleepers.

OBJETIVES

The É UM RESTAURANTE project has 3 main objectives:

1. To promote the target group professional learning;
2. To contribute to the integration of the target group in the labor market;
3. To contribute to the integration of the target group in the community.

In order to achieve these general objectives, specific objectives, indicators and results were defined, according to the logical framework designed for the project, which can be found in appendix of this document. This table also includes details of the objectives achieved up to the time of writing this report.

PROJECT OPERATION

CANDIDATES

The people who took part in the project apply on their own initiative or by referral of the social support entities from which they were receiving support.

Once referenced, the candidates undergo a selection process, consisting of three interviews - one with a psychologist, another with the consultant chef of É UM RESTAURANTE, both members of the project team and, also, a third interview with a doctor. After the interview phase, the candidates go on to the next phase of the project – the training.

TRAINING PROJECT PHASES

This is training adapted and tailored to the target audience of the project. Training is accredited by Portuguese National Institute For Employment and Vocational Training (IEFP), and a training contract is signed with each trainee.

This training is developed over four different phases:

PHASE 1

In a first phase, the project participants benefit from a 25-hour training in terms of their personal, social and relational skills, which are transversal and potentiate successful professional insertion. Aspects such as self-image, hygiene and presentation were worked on; (re) acquisition of routines / schedules and time management; fulfillment of tasks; assertiveness; conflict management; communication, adequacy of speech and behavior in relation to the other, distinguishing different contexts, namely the personal and the professional.

This training is provided by qualified trainers from CRESCER.

PHASE 2

In a second phase, the trainees benefit from professional training lasting 75 hours, aimed at specific technical skills in terms of work in a restaurant. This training is developed by an accredited trainer in this area, dealing with: how to welcome and serve customers; respect for personal and food safety and hygiene standards; techniques for cleaning and preparing food and ingredients in the kitchen.

This phase is carried out by the Lisbon Tourism School.

PHASE 3

In a third phase, the participants integrate the restaurant, in a supervised training context and performing the functions necessary for the daily routine of this space, whether in the kitchen, pantry or serving the public. This is the time for training in a real work context, on specialized technical supervision and support from the case manager with whom an individual professional insertion project was designed. This phase represents a minimum of 600 hours of on the job training.

This phase is carried out by the É UM RESTAURANTE team, namely executive Chef and Service Chef.

PHASE 4

The trainees who complete and validated the third stage of on the job training are referred to a professional internship at partner restaurants.

This is an internship lasting 6 or 9 months, in order to provide trainees with a training opportunity with a professional character and for subsequent integration into the job market in these units or other professional opportunities.

PROJECT TEAM

PROJECT MANAGER

The project manager is responsible for the overall organization of the project, including the team coordination of the consultant Chef, executive chef, room chef and psychologist; financial management tasks, organization of weekly team-meetings, and supervising the achievement of project objectives. She is also responsible for establishing and maintain of partnerships, for the collection, systematization and analysis of data that allow the evaluation of the project, as well as for the preparation of technical and financial reports that will be made available to partners.

While not neglecting the maximum objectives of the project to promote inclusion and improve trainees' living conditions, the project manager is also guided by the underlying vision of making the project self-sustainable.

PSYCHOLOGYST

The case manager, with a psychologist background, monitors all trainees, from the selection phase to integration into the job market.

Through the relationship established with each person, she is responsible for the psychological support for the trainees, as well as for the mediation between trainees and social and health support entities, where needed. She promotes the fulfillment of trainees' individual life projects and makes referrals on behalf of the trainees, to the competent entities that can respond to their needs. Through the relationship established with every person, and in addition to the work of psychological support and relational management with training entities and employers, she has also the role to fill the needs of the trainees, both at a social and health level.

As examples, the manager helps to solve housing needs, oral health, addictive behaviors, regularization of documents, etc. Even when a person, for whatever reason might be, leaves training, she continues to be a reference for solving his social situation. Shall the trainees that quit the project be accompanied by any other case manager; she will do the necessary articulation with him in order to provide the best support to the trainee.

CONSULTANT CHEF

Consultant chef, with experience in Portugal and abroad in the catering sector, he was responsible for creating the menus and their respective technical receipts. He advises on all restaurant logistics. He makes the bridge with restoration partners, helps in the implementation of the business plan.

SERVICE CHEF

With a training in hospitality and service, accompanies trainees during the *on the job* training process. Working together with the Executive Chef and in coordination with the project manager, he manages all activities directly related to the restaurant's daily life, namely the management of the cashier, reservations, orders to suppliers, etc.

EXCECUTIVE CHEF

With a training in hospitality and service, accompanies trainees during the *on the job* training process. Manages, together with the Chef and articulating with the project manager, issues related to kitchen management.

PARTNERSHIPS

INSTITUTIONAL PARTNERSHIPS

Lisbon City Hall (CML), partner since the beginning of the project, who provides the space where the restaurant is located, financial support for works at the space, equipment and logistics, among others.

Chef Nuno Bergonse, the consulting Chef who was responsible for preparing the restaurant's menu, technical sheets, and training the Restaurant team, along with the executive Chef. Nuno accompanies us in the implementation of the project.

The Hotel, a creative agency charged with creating the Restaurant's identity, website and social networks.

Over time, several other partnerships have been established with other partners, financial and non-financial, all of which are essential for the smooth running of the project:

Institute for Employment and Vocational Training (IEFP) partner responsible for the accreditation of training, subsidy for trainers and a percentage of trainees' scholarships.

Lisbon Tourism School, technical training partner in restauration and service.

Social Security, financial and technical support from the project manager and psychologist.

Stavros Niarchos Foundation, financial support that contributes to the support of a percentage of the Human Resources allocated to the project.

SIC Esperança - DELTA Award, financial support that allowed to finance a percentage of kitchen equipment.

WiZink Bank, financial support and contribution to for the team training and project promotion.

AGEAS Foundation, support for trainees' scholarships for the first class of the project.

Montepio Foundation - FACES program, support for human resources and equipment during the first year of the project.

Chefs Agency, responsible for disseminating the project in various media (such as city tours, specialized magazines, social networks and the press), which contributed to give us visibility as an innovative answer for the community integration of people in vulnerability situation, but also to making this restaurant a relevant alternative to be included in gastronomic guides and places of interest in the city. All the work done by this agency was pro-bono.

Caixa Social Award - financial support for the project.

Deloitte Pact Fund - financial support for the project.

Other partnerships have been established with other entities that have provided discounts or even offered products, namely:

- Adegas Mayor, offered equipment and beverages
- DELTA Q, offered equipment and coffee
- Wockshoes, offered the shoes for all our trainees
- Prochef, offered all the clothing for the 1st class of trainees
- C2Catering, offered the recycled napkins we use at the Restaurant
- Stanley, provided discounts in security systems
- Monte da Raposinha, provided discounts in wines
- Lvivo, provided discounts in meat
- Bimby, offered 1 machine
- Makro
- AKAcorsione, designed the illustration for the wall of our Restaurant
- Crackids, offered the inks and did the graffiti on the wall of the Restaurant.
- Estudio Jaca, architectural atelier.

PARTNERSHIPS WITH RESTAURANTS

Several partnerships were created with different institutions, which will receive the trainees at their facilities to carry out a professional internship, which corresponds to the last stage of the training course. Among them:

- El Corte Inglés
- Portugália
- Jerónimo Martins
- Plateform
- Sel Grosso

SPACE REHABILITATION

During this period, works were carried out on the site where the Restaurant currently operates, located at Rua São José N56, in Lisbon. It is a space provided by Lisbon City Hall.

All issues related to licenses and insurance for the operation of a restaurant space were also addressed.

COMMUNICATION AND IDENTITY

2 partnerships have been established in this regard.

CREATIVE AGENCY

Responsible for creating the restaurant's identity, among other elements:

- Logo
- Merchandising / presentations
- Web site
- Social networks

COMMUNICATION AGENCY

In charge of disseminating the project, namely:

- Creation of press releases
- Relations with the media
- Positioning the restaurant on the city's gastronomic itineraries

BUSINESS MODEL

In the Business Plan, we estimate that from the 3rd year onwards, the project should be self-sustainable, and it is for this purpose that we work for.

Data collection

This project is subject to a continuous monitoring process, since its implementation. The data collection methods used were:

- Presence sheets
- Evaluation forms from CRESCER trainers in classroom
- Evaluation forms from Tourism School trainers
- Evaluation forms from CRESCER trainers at the *on the job* period
- Trainee assessment sheets
- Behavioral assessment sheets by the case manager
- Ex-ante and ex-post training evaluations
- Partnership documents

Indicators

- Number of beneficiaries integrated in the project;
- Number of individual projects developed;
- Number of hours of personal and social skills trainings developed;
- Number of hours of professional trainings developed;
- Number of hours of training in the workplace;
- Number of protocols / partnerships created;
- Number of beneficiaries referred to employers' structures after training period;
- Number of beneficiaries who have a stable housing situation;
- Number of beneficiaries who joined the labor market;
- Number of beneficiaries who were no longer in a situation of social vulnerability in which they found themselves before joining the project.

ASSESSMENT

In quantitative terms, so far 47 people have been integrated into the project, in 2 groups. 5 people have been integrated in internships in partner's restaurants. The detail of the quantitative assessment can be found in the appendix of this document.

It is important to underline that, of the people who took part in the 1st and 2nd class projects, none of them are sleeping in the streets. Some are still rough sleepers (living in shelters), but we are looking for more stable alternatives for them, which will contribute to their integration into the community.

The project's technical team articulates with health and social structures to respond to the trainees' needs.

All integrated people adhered to health responses and treatment, and their conditions in this regard have shown a great improvement.

A partnership has been established with Santa Casa de Misericórdia de Lisboa and 9 people from the first class have already received support in stomatology, and prostheses, which allowed them to improve their self-esteem and their own self-confidence. Of the 2nd group, 14 trainees were waiting for an appointment for their first consultation, at the closing date of this report.

Regarding qualitative indicators that refer to *organization and autonomy*, since the beginning of the project, we could see the attitude of the trainees, that most of them are more organized, and have greater hope in their future thanks to the conquests they reached throughout the project. Most of them have gained a lot of autonomy, in addition to the technical skills required for work in restoration.

Also, an improvement in the trainees' self-esteem was verified, which can be seen through their testimonies¹:

- "It hasn't been easy, but we did it, which is the most important thing. And for the future, things will go even better";
- "I'm ready, I'm very positive, this is going to move forward";
- "I am already forty-many years old, if not for these opportunities, I would not be able to get a job anywhere";
- "I am not in a very stable situation, but everything will be resolved. I like working here, I am learning, it is a start. Many people have helped me, they are part of my journey and I know I can count on them";
- "I had run out of work and was on the street, experiencing many difficulties. I have a lot to thank for this initiative, very important for us".

Regarding the "business" aspect, we received very good reviews from customers, in person and through comments on social networks and other platforms where the restaurant is present, such as Trip Advisor, Zoomato, among others. For the reference period, and since the restaurant opened, we have received 1 900 customers.



¹ The testimonies are collected from the different interventions that the trainees made in the medias. They are available and detailed in the attached CLIPPING.

