



THE DIFFERENCE WE MADE
AND WHAT IS TO COME

NEMA PROBLEMA

IMPACT REPORT 2020



INTRODUCTION

A CHALLENGING YEAR

We are in need of great efforts if we are to achieve a sustainable integration and labour market situation in Sweden. The coronavirus pandemic has presented challenges for most of society. And in many ways, the challenges have been greatest for those who were in a difficult situation before the pandemic, not least the many newcomers in Sweden.

The foreign born population in Sweden have long faced difficulties in the labour market, with high unemployment rates. And of those foreign born working a relatively large part are employed in the service sector, most notably in the hospitality industry. Further, foreign born are three times more likely to run small businesses compared to native born and foreign born especially often run businesses within consumer services. For obvious reasons these sectors are experiencing the greatest challenges posed by the pandemic. So it is no surprise that unemployment among foreign born has increased significantly during the year. More precisely it has risen by 30 %, from 180 000 at the end of 2019 to 240 000 at the end of 2020. And at the time of writing almost one in five foreign born are unemployed, compared to one in twenty native born.

From earlier crises we know that it will take long before labour demands recover and those with weak connections to the labour market more easily can find sustainable occupation. Thus, action is needed! To avoid unsustainable levels of unemployment among foreign born and achieve an integrated country we, apart from the general acute measures taken during the pandemic, need specific and long term efforts addressing the core issues of the segregated labour market.

One such issue is the lack of social networks among foreign born, in a labour market highly characterized by informal recruiting. Studies have shown that a majority of jobs in Sweden are found through informal contacts and that native born Swedes are more than twice as likely to use such contacts to get a job. Through our mentor program and other activities we address this issue, by connecting job seeking foreign born and well established Swedes. Further, we and the mentors provide coaching and practical help needed on the, in particular at this time, challenging road to the labour market.

During the year we have spent a lot of effort to turn our previous program concept, focusing on physical gatherings and encounters, into a digital concept. And we are very proud and happy to be able to say that these efforts have been successful. We have been able to allow more people than ever before into our programs, which feel especially good as the demand unfortunately also has been higher than ever.

In this report we summarize the impact of our activities. And thanks to our rigorous process for evaluating our activities we can confidently say that we made a difference!

Philip Robertsson & Vilhelm Skoglund
Founders & Executive managers

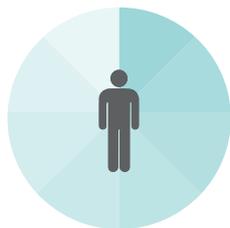


INTRODUCTION

HIGHLIGHTS FROM 2020



213
newly arrived
received support
from individual
mentors and Nema
Problema



25%
found
employment
during the
program



Share of newly
arrived youth
reporting having
no Swedish friends
dropped from 50 %
to 0 %.



of mentor
couples say
they will stay
in touch after
the program



of participants would
recommend Nema
Problema to a friend

Received funding from the EU's Asylum, Migration and Integration Fund to develop and spread our mentor program

"Årets bästa idéburna samhällsförbättrare" as elected by Famna - The Swedish Association for Non-Profit Health and Social Service Providers

INTRODUCTION

ABOUT THIS REPORT

In this report, we describe and discuss inputs, activities, outputs, outcomes and impact from all our activities in 2020. The report is written in accordance with Giva Sverige's "Guidelines for impact reporting" (Riktlinjer för effektrapportering). For more information about how we measure results see page 16 of this report or visit nemaproblema.se/resultat. If you have any questions about the report or underlying data, please get in contact with us.

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Photo: Lisa Olsson



HOW WE CREATE CHANGE

OUR THEORY OF CHANGE

Nema Problema is a non-profit organisation working with integration in Stockholm. We focus on creating encounters between people of different backgrounds and helping newly arrived in Sweden find occupation. Due to the coronavirus, we have this year focused on creating digital encounters and put all our resources towards helping the badly hit newly arrived population prepare for and enter the labour market.¹ Our main activities have been:

Nema Problema Ungdomsmentor - A program where newly arrived youth are matched with young adult Swedes, who help them reach goals related to long term occupation.

Nema Problema Yrkesmentor - A program where newly arrived professionals are matched with established Swedes with relevant experience, who help them take steps toward the labour market.

Further, since all sectors of society are needed if we are to create an integrated Stockholm, Nema Problema works actively to foster cooperation. We host a network for organisations working with integration and partner up with state actors, companies and other non-profits in our activities.

The illustration below shows our overarching Theory of Change² and goals for the coming years.

Activities 2021	Outputs 2021	Outcomes & Impact	
		End of 2021	In 3 years
Improved academic and professional achievement			
Mentor programs, including individual coaching and group events	440 participants Mentor couples meet 6+ times 30 % attendance at group event Plan for digital mentorship Initiated work with creating a digital toolbox New team running the program	Newly arrived mentees <ul style="list-style-type: none"> Higher employment rate (20 %) Larger share in relevant occupation (50 %) Enrollment in relevant education (10 %) Larger professional network (65 %) Improved professional Swedish (65 %) Better understanding of the Swedish labour market (65 %) Improved CV and cover letter (65 %) Increased professional confidence and motivation (65 %) Established mentors <ul style="list-style-type: none"> Increased knowledge of integration (80 %) All participants <ul style="list-style-type: none"> Increased intra ethnic ties (90 %) Satisfaction with the program (90 %) 	Newly arrived mentees <ul style="list-style-type: none"> Higher employment rate (30 %) Larger share in relevant occupation (70 %) All participants <ul style="list-style-type: none"> Lasting professional relationships (20 %) Increased intra ethnic ties (50 %)
Outreach and Institutional change			
Institutional collaboration	Model for institutional collaboration developed 4 meetings with Integrationsnätverket	3 state actors in collaboration use resources more efficiently 6 companies contributing effectively to integration efforts More effective use of internal resources through cooperation 20 relevant external actors influenced by model for institutional collaboration	Mentorship is a core activity in the integration process of communities in Stockholm Increased cooperation between civil society organisations 15 companies have incorporated integration activities in their corporation Provenly effective Nema Problema activities are implemented in other parts of Sweden
Media and information outreach	100 SoMe posts and 5 SoMe campaigns 3 national medial appearances		

Sweden best at integration

HOW WE CREATE CHANGE

MIGRATION AND SUSTAINABLE DEVELOPMENT

" *No longer is human mobility seen as just background context for development, or worse merely seen as a consequence of lack of development. Rather, with the SDGs, migration is an issue to act upon to enhance sustainable development...* **"**

- William Lacy Swing, IOM Director

In the preamble of the UN's action plan for achieving Agenda 2030 migration is acknowledged as an important and positive factor for inclusive and sustainable development. Though the word integration is never used it is evident that successful integration is necessary to achieve many of the agendas Sustainable Development Goals (SDGs), not least goal 10 focusing on equality. Among other things goal 10 says that we should "empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status". This in turn is directly dependent on progress within goal 3 Good Health and Well-being, goal 4 Quality Education and goal 8 Decent Work and Economic Growth. Nema Problema is working with all of these areas.

The SDGs reflected in Nema Problema's activities



We assist newly arrived youth, giving them a social context, talking about psychological illness and helping them formulate and reach goals.



Everything we do is ultimately meant to empower and promote the social, economic and political inclusion of all migrants.



We conduct various resettlement activities including language practice and cultural orientation.



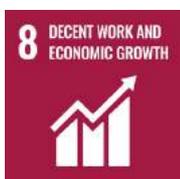
We create meetings and common spaces for people from different backgrounds and parts of Stockholm, to tackle segregation and support an inclusive city.



We focus especially on empowering girls and women to address educational and job segregation.



We promote non-discriminatory policies for sustainable development and work to make institutions more effective and accountable.



By matching migrant youth and professionals with a personal mentor and facilitating workplace visits and job focused workshops we create a more prosperous and inclusive labor market.



We partner up with actors from all sectors of society and facilitate forums for organisations working with integration.

WHY WE DO WHAT WE DO

THE PROBLEM AND EVIDENCE FOR OUR SOLUTION

SUSTAINABLE OCCUPATION

Education and labour market participation are essential driving forces in the integration process. And Sweden is facing big challenges in this area, much due to the amount and composition of migrants who have come here in late years. The employment rate among foreign-born is 60 %, compared to 70 % among native-born and unemployment rates are almost four times higher among foreign-born.³ Further, less than 30 % of newly arrived pupils are eligible for high school when completing elementary school⁴ and among refugees coming here as teenagers (the target group of Nema Problema Ungdomsmentor) less than 30 % have graduated high school at the age of 24.⁵

This affects their chances of finding a job in Sweden. In 2020, the unemployment rates among those missing a high school degree was 26 %, compared to 5 % for those with a high school degree.⁶

For the sake of the newly arrived, well-established Swedes and the long term prospering of Sweden, we need to make sure newly arrived get relevant education and employment.

Here, research suggest mentoring can be an effective tool. In a meta study of 55 large mentorship programs targeted at youth in the United States the authors found that high quality mentoring can lead to improved academic performance and school attendance; reductions in substance use, violence and other risk behaviors; and improved well-being. In another paper looking at studies of 106 mentor programmes with a focus on labour market outcomes the authors find that in general, mentoring programmes have positive impacts on the possibility of establishing a career, on job satisfaction and on the possibility of combining work and family life.⁷ Apart from academic research there are many papers and policy recommendations in the field. For example the OECD often promotes mentoring as an effective tool in integration efforts.⁸

In sum there is good reason to believe that mentor programs can be an effective way of helping newly arrived integrate and find occupation. However, it should be noted that the effectiveness will vary with the quality of the program and mentoring is no panacea for integration.



WHY WE DO WHAT WE DO

THE PROBLEM AND EVIDENCE FOR OUR SOLUTION

CONNECTIONS AND ENCOUNTERS

Much research shows that social networks play an important role in recruitment processes.⁹ And reports suggest that in Sweden informal contacts is the most common recruitment channel and it is used by seven out of ten companies.¹⁰ Both the size and composition of networks are important with regards to finding a job, where those who have a larger network consisting of people with higher rates of employment are more likely to themselves be employed. Further, it is important to have contacts relevant for the particular job one is looking for. One study shows that the likelihood of getting a job at a certain company increases tenfold if you have some kind of relationship to an employee at that company.¹¹

Those who are newly arrived in Sweden, for obvious reasons, tend to have small networks characterized by high rates of unemployment. And it is not uncommon that they completely lack connections to people in the sector they want to work in.

Accordingly it is no surprise that there are many academic studies showing positive effects on labour market integration from connections between newly arrived and well-established in a country.¹² Further, Öppna Dörren, a Swedish NGO working with integration, last year published a report showing that single primarily social encounters between newly arrived and well established Swedes was correlated with higher chances for newcomers of finding employment.¹³

Thus we believe we can have a positive impact on labour market integration by



creating encounters, even brief and social, between people who are new in Sweden and those who have lived here for a long time.

It is also important to highlight that social contacts can have many other positive effects for newly arrived, well established Swedes and society at large. For newly arrived it can help with learning the language, understanding Swedish culture and simply creating a fulfilling social life. For well established Swedes it can give insight into the everyday life of a newcomer, build understanding of the increasingly diverse Swedish society and, maybe most importantly, be a whole lot of fun. For society at large, contacts can lower discrimination and build trust.

OUR RESOURCES

What makes Nema Problema possible is the generous support we receive both in time and money. In 2020 we used 2 700 000 SEK, 2 565 000 in financial assets and an estimated 135 000 SEK in sponsored products and services. Our biggest costs were personnel costs and rent for our office. In the beginning of the year there were three people working full time and one part time and at the end of the year there were five full time employees and one part time. Further 213 volunteers have helped us carry out our mission, each contributing an average of almost 13 hours (although there are large differences between volunteers). This means our volunteers have contributed with an estimate of 2 850 hours of integration and support - that is equal to 1.4 full time employments!

Below is a break down of how we have allocated our resources between activities.

Nema Problema Ungdomsmentor

Total financial cost: 850 000 SEK
Additional sponsoring: 55 000 SEK
Number of volunteers: 67 (mentors)
Estimated time of volunteering: 1 100 hours

Yrkesmentor

Total financial cost: 1440 000 SEK
Additional sponsoring: 70 000 SEK
Number of volunteers: 146 (mentors)
Estimated time of volunteering: 1 750 hours

Outreach and cooperation

Total financial cost: 100 000 SEK
Additional sponsoring: 5 000 SEK

Administration and fundraising

Total financial cost: 175 000 SEK
Additional sponsoring: 5 000 SEK

Read more about our use of resources in our annual financial report.



WHAT WE HAVE ACHIEVED

UNGDOMSMENTORER

ACTIVITIES AND OUTPUTS

Nema Problema Ungdomsmentor is a one year program where newly arrived youth are matched with young adult Swedes who help them reach goals related to long term occupation. As explained in further detail above, research shows that mentoring can be an effective tool to increase enrollment and achievement in education, as well as support youth career engagement and workforce development. This seems especially true for refugee youth who often are “at risk” and lack social support available to other youth. Happily, results from our program confirm these findings.

Due to the coronavirus pandemic we had to make several adjustments to the program, to make sure people could participate in a safe manner and still get benefit from it. As of march 2020 all our group activities have been digital and the mentor couples have been given guidance and tools to help them carry out their individual meetings safely. Further, we have continuously been giving mentees tips and support to help them take steps toward sustainable occupation, e.g. by focusing on education, Swedish and job seeking in sectors spared from the effects of the pandemic. We are very happy with the results of these changes and incredibly impressed by the efforts made by both mentees and mentors, to make the best of a hard situation.

In 2020, **134 people participated in Nema Problema Ungdomsmentor**, whereof 67 refugee youth and 67 established young adult mentors. During the year participants have met individually in their respective mentor couples on average 6 times.

Contribution to the SDGs and Agenda 2030



We provide social support to at risk youth and promote mental health and well-being.



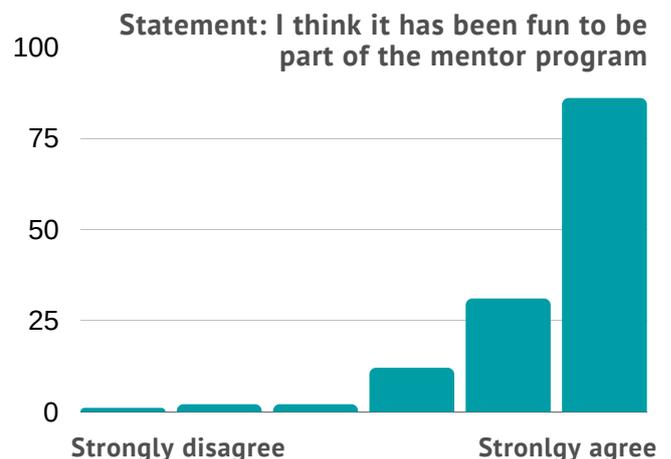
We help refugee youth to build relevant skills, including social, academic and vocational skills, for sustainable occupation.



We empower and promote the social and economic inclusion of all, irrespective of race, ethnicity or origin.

Moreover, Nema Problema has arranged **15 group events**, where all have been able to join. Among other things we have facilitated workshops on goal setting and CV-writing and done workplace visits to Google and the Police.

We are proud and happy to be able to report that over **95 % of participants thought it was fun to be part of the program**. They got to respond to the statement “I think it has been fun to be part of the mentor program”. Answers were given on a scale of 0-5, where 0 means that you strongly disagree and 5 means that you strongly agree. The average answer was 4.4. See the diagram below for further detail.



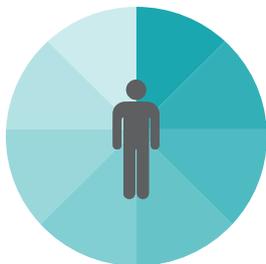
WHAT WE HAVE ACHIEVED

UNGDOMSMENTORER

OUTCOMES

The main focus of Nema Problema Ungdomsmentor is to help newly arrived youth begin their journey towards long term occupation, which they seem to have done.

- **More than 50 % of mentees had a job during the program**, an increase of 15 percentage points, and 55 % of mentees say their mentor helped with their job.
- On an aggregate level the grades of mentees increased somewhat, **more than 70 % say they improved in school** and more than 70 % of all mentees say that their mentor helped them in this regards.
- **92 % say they have gotten motivation and higher hopes for the future from the program.**



50 %
had a job
during the
program

Share of newly arrived youth report having no Swedish friends down from

50% to 0%



Further, inter-ethnic relationships and engagement for integration has arisen.

- **88 % of mentees say they got a well established Swedish friend** in the program and the share of mentees having no well established friends decreased from 50 % to 0 %.
- **85 % of mentors say they got a newly arrived friend** in the program and the share of mentors having no newly arrived friends decreased from 48 % to 10 %.
- **95 % of mentors say they have gotten a better understanding** of life as a newly arrived in Sweden.

To what extent these outcomes can be derived from Nema Problema Ungdomsmentor - that is the actual impact the program had - is discussed below, together with the impacts of Yrkesmentor.

Photo: Kajsa Silow



WHAT WE HAVE ACHIEVED

YRKESMENTORER

ACTIVITIES AND OUTPUTS

Yrkesmentorere is an eight month program where newly arrived professionals are matched with a mentor, who has experience of working in Sweden. They meet on a regular basis, trying to help the newly arrived take steps towards the Swedish labour market. They also have the opportunity to part take in workshops and networking sessions and Nema Problema provides advice relevant for finding a job.

As with Nema Problema Ungdomsmentorere we had to make several adjustments to the program during the year (see more above). We are very happy with the results of these changes and incredibly impressed by the efforts made by both mentees and mentors, to make the best of a hard situation. **In 2020, 292 people participated in Yrkesmentorere**, whereof 146 newly arrived professionals and 146 well established mentors. During the year participants have met individually in their respective mentor couples on average 5 times. Moreover, Nema Problema has arranged **5 group events for participants**.

Contribution to the SDGs and Agenda 2030

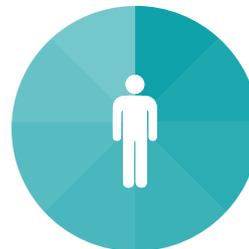


We contribute to productive employment and decent work for newly arrived women and men and help Swedish companies find relevant competence.



We empower and promote the social and economic inclusion of all, irrespective of race, ethnicity or origin.

We are proud and happy to be able to report that **93 % of participants were pleased with the program**. They got to respond to the statement "Overall I am pleased that I took part in the program". Answers were given on a scale of 0-5, where 0 means that you strongly disagree and 5 means that you strongly agree. 93 % answered at least 3 and the average answer was 4.3.



28 %
got a paid job during the program.

OUTCOMES

As said the main focus of Yrkesmentorere is to help newly arrived mentees take steps towards the Swedish labour market, which they seem to have done.

- **82 % have written or improved their CV** and cover letter.
- **65 % have improved their professional Swedish.**
- 82 % have improved their understanding of Swedish social norms and workplace culture.
- **70 % have increased their professional network** and the average number of professional contacts grew from 0.8 to 2.4.

Most importantly, we are happy to report that **41 % of mentees had a paid job at the end of the program**, compared to 13 % at the start. Of those, 85 % had a full time job which was an increase of over 50 percentage points or 150 %. Furthermore, 65 % say that the mentor program was of direct help to them in these regards. And **95 % say the program helped them enter or take steps towards the labour market.**

Also, mentors report important changes.

- **96% say they have a better understanding of the life of a newly arrived** in Sweden.
- 95 % have felt an increased sense of meaning.
- **75% say they will stay in contact** with each other after the program.

WHAT WE HAVE ACHIEVED

IMPACT

Nema Problema cannot claim all of the change described above. Factors such as time in Sweden, inputs from partners and external activities must also be considered. In the following we will discuss these factors. We will focus on labour market outcomes, but the analysis is to a large extent relevant for other things, such as academic performance and social connections.

As indicated, around 25 % of participants in the mentor programs have gotten a job during the year. To isolate Nema Problemas impact - that is the change we contributed to as apart from change that would have happened irrespective of us - we can compare the change among our participants with the change in other people from the same target group (refugees and family migrants). According to the data we have looked at it seems that it takes around 5 years before 50 % of refugees and family migrants have found a job in Sweden.¹⁴ Nema Problema Ungdomsmentor lasts one year and Yrkesmentor lasts 8 months. This means that during the programs 10 % of youth mentees and 7 % of professional mentees should find a job, irrespective of the program. Thus the impact of our mentor program should be adjusted down accordingly.

However, the past year has been very special due to the effects on the labour market caused by the coronavirus. And so the above statistics and considerations regarding time spent in Sweden might not be relevant for 2020. As mentioned, employment rates have actually been declining during the year, as many have lost their jobs and few have been able to find (new) jobs. This suggests that the counterfactual effect of Nema Problemas mentor programs on employment among participants might actually be higher than the above figures indicate. Put simply, that is because the "time effect" of this particular year has been negative for the employment rates among foreign born.

In relation to time spent in Sweden and the average likelihood of finding a job it is important to consider whether the mentees in Nema Problema display characteristics that set them apart from other refugees and family migrants in Sweden. The most important considerations in this regard is probably that we operate in Stockholm where it is somewhat easier to find a job and that participants in Yrkesmentor have higher levels of education and more relevant work life experience from their home country than average refugees and family migrants making them more attractive on the labour market. This seems especially important to note this year, as the effects of the labour market caused by the pandemic have been worse for lower skilled workers.

Another thing that might set our participants apart is that they could be especially motivated to find a job, as it is voluntary to participate in the program. Thus only those who really are putting an effort into finding a job will be part of the program and the high numbers reported above regarding labour market participation after the program.

Besides reasons pertaining to time and the participants one must also consider the efforts made by others to help mentees. Here it seems especially relevant to highlight that Nema Problema cooperate with state actors, most notably Stockholms stad. Thus, they are contributing to these results, making the direct "social return on investment" on Nema Problema's inputs into the programs lower.

Concluding remarks

As evident from the discussion above, it is very hard to say anything certain about the impact of the mentor programs, other than that the outcome number of 25 % must be adjusted downwards. We are nevertheless confident that the programs have had significant positive effects.

WHAT WE HAVE ACHIEVED

OUTREACH

ACTIVITIES AND OUTPUT

Cooperation

If Sweden is going to be successful with the integration of newly arriveds, all sectors of society must contribute and cooperation is crucial. Further, research suggest improving institutional decision making is an effective, method for achieving social impact. Therefore, Nema Problema works actively to partner up with different actors, helping both us and others to use resources more effectively.

Public sector cooperation - The past year has been game changing for our public sector cooperation. We received our **largest grant ever from the Asylum, Migration and Integration Fund**, which is an EU-fund set up to promote the effective integration of non-EU nationals. Further, we initiated a project with Länsstyrelsen and the municipalities Stockholmlm, Lidingö, Danderyd and Sundbyberg, which seeks to **develop a model for effective labour market integration**. Last but not least we ran a pilot version of **Yrkesmentorer in Botkyrka** municipality.

Civil society sector cooperation - Nema Problema hosts **Integrationsnätverket (IN)**, a network for organisations working with integration. The purpose of IN is to share knowledge and enhance cooperation between member organisations. In 2020 IN grew by 8 members and now consists of 42 integration organisations. During the year **we went nationwide, with 3 digital workshops and a digital conference**, which we hosted together with AxFoundation and ÖppnaDörren.

Private sector cooperation - Due to the coronavirus pandemic we early in the year decided to mostly focus on public and civil society sector cooperation during 2020. However, thanks to successful previous cooperation our partnerships with S&P Global and Stratsys were prolonged. Further, Nema Problema receives tremendous financial and organisational support from many other company partners (see more below).

Contribution to the SDGs and Agenda 2030



We promote non-discriminatory policies for sustainable development and work to make institutions more effective and accountable.



We encourage and create partnerships between public-, private- and civil society actors, using the particular experiences and skills of all sectors.

Advocacy

Integration is often viewed as a dramatic and negative issue. And surely, integration holds lots of challenges. But it also holds lots of opportunities and we at Nema Problema know that parts of integration can be both fun and simple. Integration can be to make new friends and laugh together. As implied above, this is rarely noted in public debate, which inevitably will influence public opinion. Nema Problema wants to change this. We want to nuance the term integration and fill it with more happiness and simplicity. By doing so we can enrich public perception of integration and make way for more productive debate on this issue. Thus, we work actively to spread our message. At the end of the year we had **6 600 followers on social media**. And Nema Problema figured in **many articles and 2 feature length podcasts**.

We are very proud to have been elected **“Årets bästa idéburna samhällsförbättrare”** by Famna, – The Swedish Association for Non-Profit Health and Social Service Providers.

IMPACT

We have not measured the impact of our work for outreach. This is because outreach activities are of relatively low priority for the organisation. And it is very hard to measure the impact of these kinds of activities, that are meant to contribute to change indirectly. Accordingly, we have not deemed it effective to allocate resources in this domain.

GOAL COMPLETION & LESSONS

GOALS FOR THE YEAR

Below is an overview of our goals for 2020. For more details see our impact report from 2019.

Nema Problema Ungdomsmentor

- 100 participants
- 50 % of mentees in employment during the program
- Two community partners
- A plan for long term implementation

Yrkesmentor

- 200 participants
- 20 % of mentees gain relevant employment
- 95 % of mentees take measurable steps toward the labour market
- New manager running the program

Outreach

- Established LinkedIn presence
- 5 campaigns helping us reach goals of fundraising and recruitment
- Organic growth of Integrationsnätverket

Other

- Improved impact measurement
- 5 employees thriving in Nema Problema
- 100 000 SEK surplus to build resilience

We are happy to report that we reached most of our goals. However, as mentioned above we were not able to carry out our large events as planned. Also, we did not succeed in our digital media fundraising efforts.

LESSONS LEARNED

Generally we are very happy with Nema Problema's activities and impact during the year. Nevertheless we have faced many challenges and made important lessons:

Events - Since the start of Nema Problema, we have hosted big integration events where newly arrived and well established in Sweden can meet to make contacts and break stereotypes. For obvious reasons we did not host any events this year. And we have realized that maybe we can use our resources more effectively by focusing on the mentor programs. In 2021, we will make a more detailed analysis of the events and decide on whether we should continue hosting them.

Taking care of ourselves - We have fantastic people working at Nema Problema, who everyday do all they can to take care of our participants. However, during the year, when the needs in our target group have been greater than ever, we have forgotten to take care of ourselves. This led to stress and sick leave, harming both our dear co-workers and our participants. Thus, going forward we will make efforts to take better care of ourselves, so that we can take care of others.

The importance of getting it right from the beginning - Through more careful analysis of our mentor programs we have come to realize the large relative benefit of finding and matching appropriate mentees and mentors, as opposed to making efforts to help struggling mentor couples. Thus, we will in the coming year spend more resources towards recruiting and matching and less on ongoing support.

Daring to try new things - The coronavirus posed great challenges to our organisation, as we before the pandemic focused on creating physical encounters. We still believe in the importance of actually meeting people of different backgrounds in person. However, having to think differently and turn digital, we have come to realize that virtual meetings also can serve as a tool for integration. In 2021 we will carefully consider starting specific digital mentor programs.

HOW WE MEASURE RESULTS

Nema Problema use different methods for measuring results of different activities. Below we describe the overarching methods used for different activities, including their strengths and weaknesses in our measurements. We also give definitions for some of the most important indicators we use to measure results. For further information and definitions, see our website.

MENTOR PROGRAMS

Result and impact measurement in Nema Problema Ungdomsmentor and Yrkesmentor is primarily done through self administered online surveys. Before each program participants answer a "base case survey", with questions regarding social contacts, work, education and overall well-being. After the program we follow up with "result surveys", containing corresponding questions, together with questions about what they have thought of the program and to what extent it has contributed to the potential change they have gone through.

Questions are as far as possible gathered from large and reputable sources. However, many questions have been adjusted to meet the language skills of participants. And when we have not been able to find relevant questions corresponding to our indicators we have written our own questions, making an effort to follow best practices. Surveys are answered anonymously. We strive for at least 75 % response rate. Surveys underlying this report were answered by 79 % of participants in Nema Problema Ungdomsmentor and 77 % of participants in Yrkesmentor, roughly equal parts mentors and mentees. The online surveys are combined with focus groups, documented observations and internal records.

We are happy with the measurements used for our mentor programs, but they can be improved. Most importantly, we want to get better at separating our impact from outcomes of our activities.

OUTREACH

Today we only use observations and internal records for result measurement of our outreach activities. This is evidently inadequate for measuring impact. However, we have no concrete plans to develop impact measuring regarding outreach. This is because outreach activities are of relatively low priority for Nema Problema and it is very hard to measure the impact of these kinds of activities. Accordingly, we have not deemed it effective to allocate resources in this domain.

CENTRAL INDICATORS

- **Participants** - Individuals who took part in activities during the reporting period. In mentor programs, people who took part in programs that started during 2020.
- **Volunteers** - Unique individuals who without payment undertook tasks for the organisation during the reporting period, including mentors.
- **Volunteer Hours** - Number of hours worked by volunteers who supported the organisation during the reporting period.
- **(Getting a) Job** - In Ungdomsmentor any type of employment among mentees who finished the program during the reporting period, irrespective of length and extent. In Yrkesmentor ongoing employment among mentees who finished the program during the period.
- **(Change of) Grades** - Self reported change in average grade in official education among mentees finishing the program during the reporting period.
- **Partnership** - Formal cooperation stretching over at least 8 months.

Note that outcome indicators for participants (only) regard those who finished the program during 2020, where of a large majority started the program in 2019.

PARTNERS

WE WANT TO ACKNOWLEDGE AND THANK ALL WHO SUPPORTED US DURING 2020



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2. A theory of change is a description of how and why a desired change is expected to happen in a given context. It focuses on filling in what has been described as the “missing middle” between what a program does (its activities) and how this lead to goals being achieved (outputs and outcomes). It does this by first identifying the desired long-term impact and then working its way back from there to identify all the steps that must be taken (and how these causally relate to one another) for the impact to occur.
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