



## Deliverable

### Deliverable D 2.1. State-of-the-Art Report

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Abstract	All partner Cities will produce a State-of-the-Art Report on all local public strategies affecting migrants and asylum seekers integration, showing connection points and gaps and mapping stakeholders according to the roles played in the local strategies.

## Version and contributing history

Version	Date	Modified by	Modification reason
1	30/05/2022	Fuenlabrada Municipality	Final version
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## List of Abbreviations and Acronyms

Abbreviation/Acronym	Meaning
EC	European Commission
WP	Work Package
PC	Project Coordinator
SC	Steering Committee
PL	Policy Labs

# 1. Executive summary

The primary objective of the “State-of-the-Art Report” is to collect public strategies affecting migrants and asylum seekers integration of partners, showing connection points and gaps and mapping stakeholders according to the roles played in the local strategies.

Therefore, this report does not attempt to provide a detailed analysis of the policies of each of the participating cities, but it does aim to highlight the work that each of the cities have carried out in the field of integration of migrants in local societies and the current state they are in before embarking on the Policy Lab adventure. In addition, the aim is to identify the commonalities between the different cities in order to facilitate the understanding of the results in each of the contexts.

The document is structured in 5 chapters, through which connection points and gaps will be shown. After this general overview of the document, the second chapter is dedicated to the introduction of the Must a Lab Project placing greater emphasis on the role of stakeholders.

Following this general perspective presented by chapter 2, chapter 3 presented the cities involved in the project and their greatest efforts made in the field of migrant integration.

Moreover, this final version of the State-of-the-Art report, which has been revised due to the introduction of a new partner in the project, has included through the chapter 4 a look into the past, generating an analysis of how each city reached out to the different stakeholders that are currently part of the Local Stakeholder Reference Group and/or International Stakeholder Reference Group. This analysis has been carried out thanks to the contributions made by each of the cities, as the process has varied within the cities.

The last chapter collects the connection points and gaps of the city partners, identifying the main elements in the integration policies of the city partners.

Finally, this report includes one annex for each city which provides more detail on the context of the city, local best practices implemented in the field of integration and the challenges and lessons learned. The final annex includes a repository of best practices from other European cities.

## 2. Introduction to the MUST-a-Lab Project

The MUST-a-Lab project proposes a systematic and long-term engagement of different stakeholders in 6 European municipalities, through the methodology of the Policy Labs (PL) and a multi-layered dissemination and engagement strategy.

The Policy Labs shall bring together policy-makers, social stakeholders coming from the civil society and migrants to innovate local inclusion policies, fostering an effective hybrid integration at the local level thanks to a fruitful dialogic and participatory approach, and eventually building more resilient communities.

These Labs bring together different types of local stakeholders: official stakeholders, normally involved in local policies, and grassroots stakeholders, close to the final implementation of policies, as well as established migrant stakeholders and influencers in the migrant communities. The way stakeholders have been mapped and selected has been developed under the coordination of WP 6.

Back to PLs, six will be implemented (one per city). They will concentrate on specific topics in one of two areas selected by the consortium in accordance with the European 'Action plan on Integration and Inclusion 2021-2027':

- 1) Education, lifelong learning, rights and professionalization and
- 2) Care, work-life balance and gender equality.

The topics will be chosen based on the experiences and needs of local stakeholders.

These PLs will discuss, evaluate and improve existing local strategies using input from all participants, reframe the integration challenges and invite participants to devise and test new measures and finally help implement the improved or adapted multi-stakeholder strategies.

The PLs will have a long-term impact on local integration in four ways: firstly, migrants and asylum seekers become active actors in local integration strategies, able to influence the implementation of those strategies by sharing their views and experiences with relevant stakeholders. Secondly, local stakeholders become collaborative actors who have the necessary information to implement strategies that work. Thirdly, PLs will enable stakeholders to develop actions that are complementary to those of other stakeholders. Fourth, the practice of the PLs allows communities to optimize their integration strategies. Broad communication and engagement activities will ensure that the practice of PLs will be adopted by municipalities and that it is extended beyond the partnership, at the European level.

Context of the action and European needs - Migration policy is a national and European responsibility, but integration happens at the local level, in the neighborhoods, schools, workplaces. Local authorities play a key role in integrating newcomers and empowering them to contribute to their new communities. But local integration strategies show weaknesses, due to a lack of coordination among stakeholders across the different sectors of labour,

health, housing and education, as well as across levels of government. Moreover, there is a need to bring together stakeholders and migrants in order to innovate strategies for effective integration at local level, building more resilient communities.

A comprehensive approach to foster the cooperation among stakeholders in these fields is the starting point to reach a better cooperation and effective results of local integration strategies.

We aim to make the PL - and more broadly participatory approaches - a habit for local authorities. Participated policies in the field of migration means to mobilize different stakeholders and to activate a fruitful exchange at different stages of development in the fields of social inclusion, education, employment.

### **3. The cities involved and their context: a showcase of the most relevant best practices in terms of immigrants integration in cities.**

The target cities are Fuenlabrada (SP), Grenoble-Alpes Métropole (FR), Livadia (GR), Mechelen (BE), Modena (IT), Pont-de-Claix (FR), and Vienna (AU).

#### **3.1. Characteristics of the cities**

##### **3.1.1. Population:**

There is a great difference in the size of the cities, from 10.700 inhabitants in Pont-de-Claix, up to 1,9 million in Vienna to 32.000 population in Livadia or 450.000 in Grenoble-Alpes Métropole. However, there are also medium-sized cities such as Fuenlabrada 196.000, Modena 186.000 and Mechelen has 87.000 inhabitants.

Regarding migrant population in cities, the percentage of migrant population ranges from 6% in the city of Livadia to 36.7% in the city of Vienna.

Some of the partners such as Grenoble-Alpes Métropole states that more than 180 nationalities live together. Something similar happens in Mechelen, although it has a smaller population, the city has 130 different nationalities, although the majority migrant group is Moroccan. In the city of Vienna, the majority of migrant groups are Serbs, Bosnians, German Turks, Poles and Romanians. In Pont de Claix European (Italy, Spain), South American (Chile, Colombia), African (Sub-Saharan Africa, Algeria, Morocco, Tunisia ....)

Turning now to the South of the European Union, the city of Modena has the following majority nationalities: Romania, Morocco, Philippines, Ghana, Albania, Ukraine, Moldova, Nigeria, China and Tunisia. Livadia has a refugee population coming mainly from Syria and Iraq while there are some people coming from Congo and the Comoros, too. Regarding the migrants living in Livadia, these persons are from Eastern European countries such as Albania,

Bulgaria, Romania, Ukraine and Russia. Fuenlabrada has the following majority nationalities: Romania, Morocco, Nigeria, China, Colombia and Equatorial Guinea. In the case of Fuenlabrada, the most important migrant groups are South American, represented by Colombia, and Sub-Saharan, represented by Nigerian and Equatorial Guinean nationals.

Although there is not updated data for all cities, the reality is that this situation that was described more than a year ago has changed, especially for the French cities, Vienna and Livadia. The situation of refugees in these cities has been worsened by the war in Ukraine. At this point it is important to point out that, although the project has had a budget for interpretation issues for the development of the PLs in which Ukrainian refugees could be included, it was not prepared to welcome in these dynamics people who come from suffering such a war and delicate situation.

### **3.2. The implemented projects:**

After a detailed review of the best practices implemented in each city, it is possible to group them in two typologies: on the one hand, those whose general objective is to raise awareness and/or promote intercultural coexistence, and on the other hand, those that promote the reception and inclusion and integration of the migrant population.

#### **3.2.1. Awareness-raising and coexistence**

- Vienna's Project:
  - *Cult.Kids*. General objective: To promote togetherness and individual creativity.
- Mechelen's Projects:
  - *Reference Group Education*. General Objective: to reduce the large unqualified outflow of youngsters (with Moroccan roots) in the city.
  - *Living together*. General Objective: We do not seek consensus, but dialogue and an inclusive decision, not avoiding conflict, but embracing it. The aim is a common, polyphonic world.
- Modena's Project:
  - *PROGRAM MODENA CITTA' INTERCULTURALE*. General Objective: After years of immigration the society has become more multi-ethnic and the old integration strategies are obsolete. The "Mediterranean model" from the '90s has been characterized by fragmentation of initiatives and contradictions of national rules, so local administrations have faced the responsibilities of immigration management and social issues. So the challenges are changing approach, exchanging information and good practices between cities and different sectors of the same city so as to sensitize people about diversity, tolerance and respect through different policies and initiatives that take place with the same goal.

- Fuenlabrada's Project:
  - *Anti-Rumours Strategy*. General Objective: Improvement of tolerance and social values, which facilitate the coexistence and diversity in the municipality.

### 3.2.2. Welcome and Inclusion

- Fuenlabrada's Projects/Initiatives:
  - *The MILMA Project*. General objective: Address the integration of migrants from an acculturation perspective, justifying the need to promote a guided direct contact between local people and migrants to encourage a process of effective inclusion.
  - *The Coexistence Board*. General objective: Promotion of values that favor the integration and coexistence of the population of Fuenlabrada, carrying out activities that foster values of tolerance and solidarity for citizens.
- Vienna's Project:
  - *Cult.mobil*. General objective: Integration of economically disadvantaged young people into society by means of social work in their living environment.
- Livadia's Projects:
  - *ESTIA Accommodation Programme for asylum seekers and refugees*. General Objective: Keeping the balance between the locals' and the refugees' rights through the enhancement of social structures. Fighting against xenophobia through the provision of necessary information (Programme visibility). Encouraging refugees' active participation in the society by offering psycho-social support. Issuance of refugees' necessary legal documents even when long bureaucratic procedures were required and new laws were in place.
- Pont de Claix's Project:
  - *Socio-linguistic actions of the social centers of Pont de Claix*. General Objective: The objective of the initiative is to enable these audiences to promote integration through language learning. In the workshops and activities offered, some include a visit to the municipal library to encourage the autonomy of the public, but also civic sessions relating to the history of France, its values, knowledge of its administration, its institutions. Workshops are held with employment actors to promote language learning as a tool for professional integration and knowledge of French culture.
- Grenoble-Alpes Métropole's Project:
  - *CTAI (Contrat territorial d'accueil et d'intégration)*. General Objective: do a local diagnostic of what was already done on the territory, and what was lacking, establishing together with stakeholders a yearly action plan.
  - *RISING Program*. General Objective: to build a complete, coherent and reinforced



policy for employment and training for refugee population on the territory, addressing the specific needs in support, language, professional training, mobility, and with specific consideration towards youth and women.

- *AGORA*. General Objective: To evaluate current initiatives and actions towards refugees and to draft a proposal for future funding for refugee programs.

## 4. Stakeholder outreach review

Mapping and identification stakeholders and engagement process have been carried out through the WP6 coordination. There were several tasks identified in the project proposal:

*T6.1: Dissemination, Communication and Engagement Plan and its implementation (M1-36).*

*T6.3: Stakeholders identification and involvement roadmap (M1-M6).*

*T6.4: Creation and management of the International Stakeholders Reference Group (M8-M36)*

*T6.5: Creation and management of the six Local Stakeholders Reference Groups (M1-36).*

The process of identification (T6.3) started without defining the specific topic in which each city would after develop the PL. That situation involved that mapping stakeholders was a tough task since there were five areas of identification such as:

- AREA 1 Public administration (service delivery)
- AREA 2 Migrant communities
- AREA 3 World of education (formal and non-formal)
- AREA 4 Civil society associations and organisations
- AREA 5 World of economy: employers and unions

However, partner cities had also identified main stakeholders through best practices identification in terms of integration of refugees and migrants for the development of the present deliverable.

For the cities, such a broad stakeholders identification (T6.3) required close cooperation between the project coordinators in each city and the other departments of the municipalities. After this, the process required contacting each of them and identifying their possible interest in participating to conform a list of participants for the LSRG (from 15 up to 20 participants) and the ISRG.

As result, most cities identified more than 20 stakeholders to be part of the Local Stakeholders Reference Group and selected the defined participants according to the criteria. Much less stakeholders have been identified for the International Stakeholder Reference Group which has 9 members. In this regard, cities have faced many challenges in engaging stakeholders for

the International Stakeholders Reference Group:

- Requiring a high commitment from stakeholders as an active participation involves investing a lot of time and only a few stakeholders were willing to commit themselves to that extent.
- Additionally, the objective of the PL was not clear for stakeholders, and the fact that the objective was a long-term one did not help to motivate them.
- Most of the departments involved in the Must-a-Lab Project were not aware of all stakeholders in cities, so it requires to coordinate different departments for the identification tasks.

Some cities also face same challenges for the Local Stakeholders Reference Group, even others state that it was easier to engage stakeholders in this group.

Additionally, it is important to mention that even all cities have a looser planning for this task (M1-M6 for the stakeholders identification and involvement roadmap), Grenoble-Alpes Métropole has less time, thus, challenges were tougher for them.

Based on the challenges identified, cities say they would change things about the project, and modify the identification process to make it less challenging. Some of the issues they would address:

- Including a dedicated budget for micro-experiments. Running micro-experiments in the six different cities without a budget is a very difficult task and additionally limits the possibilities of micro-experiments. Having a budget is also a sign of the city's commitment to the PLs.
- Starting identification work earlier and promote informal spaces together in order to build enthusiasm for the project. It is important that stakeholders feel that they are a real part of the project, and not just a mere instrument, and to this end, it is necessary to build moments around them (Kick-off meetings, informal meetings, etc.). Additionally, involve stakeholders from the very beginning in the local governance of the project is something necessary to create a sense of ownership.
- Working on a clearer and more concise discourse from the outset. Narrate the benefits of participation from a more attractive communication perspective. Work on making this discourse more focused for each of the cities, their context and circumstances.
- Continuous reporting. Cities should establish a communication channel with stakeholders. Although there are social networks for the project, there should be implemented a new direct communication channel with stakeholders' groups. Some cities used email, WhatsApp group or Telegram in order to maintain a more informal and close contact.

This feedback on the stakeholders engagement would help not only partner cities in case of

implementing the PL with a different objective and, therefore, different stakeholders, but other cities interesting on implementing a PL for the first time.

## 5. Conclusion: connection points and gaps of the cities involved

### 5.1. Common challenges in the integration of migrants and refugees

Despite the differences in the size and characteristics of the migrant population in the cities, all of them share the same challenges that should be addressed:

- Polarisation, discrimination.
- Ghettoisation.
- Labour and economic integration.
- Housing.
- Learning of common language.
- Equal opportunities.
- Access to resources.
- Positive coexistence.
- Coordination between stakeholders.

In addition, the strategy of the cities to facilitate integration is based on:

- Improvement of migrant participation in democratic and local life.
- Ensuring diversity in the public and private sector and in the services provided.
- Fostering interculturality and diversity.
- Facilitating labour integration, formal and informal training.
- Facilitating housing and care.

### 5.2. Cross-cultural methodology. Connection points.

All the cities share the main idea of an intercultural city that would be defined as:

*Model promoted by the Council of Europe, based on equitable and voluntary interaction between diverse people or groups that share a common minimum project but differ in religious, cultural, linguistic or national identity terms*

We can synthesize the intercultural approach into three basic principles:

- Equality: Moving towards interculturality requires a clear commitment to equal rights and social opportunities for all citizens. This implies the need, among other things, to promote policies against exclusion and discrimination.
- Recognition of diversity: The intercultural approach also involves recognizing and valuing socio-cultural diversity, not from a passive perspective of strict tolerance, but as a structural reality that is part of the human condition and that brings with it complexities and opportunities that should be taken advantage of. It is not about overemphasizing the differences but recognizing them and highlighting the similarities and common aspects that we share as citizens in a given context.
- Positive interaction: To address both the complexities and the opportunities that diversity poses, it is important to experience diversity on a day-to-day basis and in all social spheres. This interaction is fundamental to recognize the similarities, and to relativize many of the differences that often separate people. It is a two-way process that is dynamic and reciprocal. Therefore, in addition to policies in favour of equality of rights, equal opportunities, and the recognition of diversity, it is fundamental to promote spaces for interaction, dialogue, and mutual knowledge. Positive interaction does not mean interaction that is free from conflicts and complexities. It is about approaching these conflicts and complexities on a day-to-day basis rather than hiding or ignoring them until they lead to much more significant conflicts.

### **5.2.1. Importance of empowering collectives:**

Most cities developed participatory methodologies, intending to foster empowerment of collectives and active participation in the city. This is something that could definitely help for the identification of stakeholders and their engagement in the PL.

Cities develop participation through formal or informal councils or boards. However, some express that there is a gap between public authorities and citizens with migrant backgrounds or that there were some practices that worked well in the past but now are dissolved. It is advisable to find out if this situation is similar in the rest of the cities and how the Must-a-Lab methodology will improve it.

Undoubtedly, being aware of developing participatory methodologies and improving the participation of the citizens, including both local and migrants, benefit directly in the results obtained from the implemented practices in the field of social inclusion of migrants and refugees since it allows:

- 1.information gathering,
- 2.better needs analysis and design,
- 3.development of effective policy for mainstreaming.

However, the mentioned challenges that cities are facing concerning the inclusion of migrants

in the participatory methodology show that the Must-a-Lab methodology is a shared need for every city.

### **5.2.2. Importance of facilitating integration and social inclusion from a transversal perspective.**

The diverse types of best practices and the field of development of each one show that integration of migrants and refugees does not have a single road, but several ways and that integration must be approached in a comprehensive manner.

Integration means labour inclusion, language training, tolerance and diversity awareness, having a home, knowing each other's culture, same opportunities, and participation, among others. Therefore, cities should work on inclusion on a transversal way.

### **5.2.3. Inclusion of stakeholders in the public policies development:**

Most cities mentioned that stakeholders were included in the development of the mentioned best practices, which will facilitate the implementation of the policy labs in the execution of the Must-a-Lab Project. The Must-a-Lab Project gives an important role to the stakeholders in designing and reviewing the public policies.

In addition, it is key to ensure the involvement of migrant people in the development of the best practices in the field of integration.

### **5.2.4. Best practices exchange and knowledge transfer:**

Although it was not a specific section of the state-of-the-Art report, being involved in the Must-a-Lab Project implies an inherent commitment in the field of cooperation and exchanging of the best practices that will last beyond the development of the project.

In this sense, cities have to do what they can to develop transferable practices, indicating main results and challenges faced to make possible that other cities would replicate them in an improved way.

## 6. Annexes: State-of-the-Art Report of each city

### Fuenlabrada

**Short description about city's migration situation:** *Most of the Fuenlabrada's population was born out of the municipality, thereby facilitating the sense of belonging at the end of the 90's was a priority for the Municipality.*

*Fuenlabrada has always been aware of the importance of the inclusion of migrants and refugees, promoting social values such as diversity, tolerance and respect.*

*Although the Municipality has been facilitating inclusion processes and integration, the City is facing the formation of ghettos and punctual hate crimes.*

**Challenge that the city is facing in the integration and inclusion area:** *The main challenges that the city is currently facing are:*

- *The formation of ghettos.*
- *Racism.*
- *High unemployment rates.*
- *Hate crimes.*

**Main elements characterizing the city strategy in the field of migrant and refugees integration:** *Integration is a transversal policy. It is tackled through different areas, but the Social Welfare Department is the coordinator.*

*The main initiatives that have been implemented were employment and training policies (MILMA, Vulcano Project), the Coexistence Board through citizen participation process, the Anti-rumours Strategy or the "Fuenlabrada curtails hate" plan.*

#### **Best practice 1:**

##### **Identification phase:**

Identification of the area of best practice: *Employment and integration field.*

Link, if applicable: <https://www.milma-fuenlabrada.es/index.php/en>

Name of the best practice, if applicable: *MILMA Project*

Challenge/s addressed: *One of the key challenges of the municipality of Fuenlabrada is the integration of migrants, considering the substantial increase of this group due to the population movements of the last decades, as well as the high unemployment rate affecting its population, with special intensity in migrants. The MILMA Project addresses the integration of migrants from an acculturation perspective, justifying the*

*need to promote a guided direct contact between local people and migrants to encourage a process of effective inclusion.*

Duration of the initiative: *March 2018 - August 2021 (co-financed period).*

Identification of stakeholders involved, if applicable: *Small companies, neighborhood associations, NGO's and social entities. Companies were key for the development and implementation of the BC Labs while the others were key in the identification and attraction of potential participants.*

Description of the initiative: *Through the MILMA Project, there were implemented 28 BC Labs (training itineraries), which were co-designed and developed with collaborative companies. Together with the theoretical training, it was elaborated a soft skills methodology, which ensured that participants develop labor demanded skills such as digital, communication or teamwork skills.*

*Thus, the main objectives of the initiative were development of skills and retraining, facilitating jobs opportunities.*

Was the best practice systematized? (yes/no): *Yes.*

#### **Identification of results:**

Main results obtained that impact directly or indirectly on the migrant or refugee people:

*The project targeted more than 20 objectives from which the implementation of the MILMA Project reached most of them.*

- *32,7% / 30% of participants were migrants.*
- *54,12% / 20% of migrants improved their self-perception of their level of socio-occupational exclusion.*
- *39,28% / 35% of migrant people find a job after the training.*
- *79,17% / 50% of migrant people started and finished the training process.*
- *46,96% / 20% of people who considered that they improved their jobs opportunities.*

#### **Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable:

*Our communication strategy involves media actions through:*

*Local radio.*

*Social media. We advertised through the main media channels.*

*Digital communication. We developed videos, images and leaflets.*



*Local magazine which is physically mailed in Fuenlabrada.*

*Stakeholders and City Hall Departments' supported the Project in the communication area.*

How do you involve stakeholders?:

*Stakeholders were involved mainly for the attraction of potential participants.*

*Although it was easy to attract local people, it was not as easy to attract migrants. That is why we involved the mentioned stakeholders.*

*NGOs benefited from our collaboration since they have heavy workloads and it is difficult to find a training program for migrants and refugees. Thus, we generated synergies together.*

How do you involve the migrant/refugee population:

*We involved them thanks to the NGOs and associations' support. We made general informative sessions, opened to everyone but also organized informative seminars together with migrant associations and NGOs.*

### **Challenges experienced:**

Identification and short description of the main challenges faced:

*-Joining collaborative companies was difficult since most of them had not had the needed human or economic resources.*

*-Attracting migrant potential participants was also a challenge at the beginning.*

*-COVID-19 situation made the continuation of the MILMA Project harder. However, its flexibility of the Project allowed the implementation of the training itineraries online.*

*-Raising awareness among companies about diversity was also a challenge since we noticed that most companies had prejudices.*

### **Recommendations and lessons learned:**

Main recommendations:

- *Importance of preparing a fair selection process.*
- *Importance of counting with the support of stakeholders, they are key if you do not have enough influence among migrants.*
- *Make it transversal.*
- *Facilitate teamwork is essential for the promotion of intercultural exchanges.*
- *Do not force intercultural exchanges, insted, facilitate everyday*



*situations like birthday celebrations, debates or group tasks.*

Main lessons learned:

- *Importance of sensitizing companies.*
- *Importance of developing flexible projects.*
- *It is key to work on specific communication packages but not general ones. It means it would not be fruitful to use one informative seminar to communicate about all the pieces of training you will implement, it is better to separate the communication sessions for each topic.*
- *Systematizing and monitoring. The MILMA Project has a manual about its systematization, thus, it would be easy for other cities to replicate this practice.*

### **Best practice 2:**

#### **Identification phase:**

Identification of the area of best practice: *Citizen Participation Field*

Link, if applicable: <https://mesaconvivenciafuenlabrada.org/index.php/nosotros/>

Name of the best practice, if applicable: *The Coexistence Board*

Challenges addressed: *Fuenlabrada has been always characterized by its high levels of citizen participation. In 2007, different associations started joining to foster multiculturalism and integration. They participated together in the implementation of different activities. Over time, there were more associations which joined this group and, finally, in 2015, it was created as a legal entity whose objective is the promotion of diversity, interculturalism and tolerance.*

*Nowadays the Coexistence Board is constituted by nearly 30 associations: neighborhood, sports, cultural or migrant associations.*

Duration of the initiative: *Informally since 2007, formally since 2015 up to the present.*

Identification of stakeholders involved, if applicable: *Migrant associations, neighborhood associations and other key stakeholders like the Hospital or trade unions which collaborate punctually.*

Description of the initiative: *Since its creation, the work of the Mesa por la Convivencia has always focused on the need to promote values that favor the integration and coexistence of the population of Fuenlabrada, carrying out activities that foster values of tolerance and solidarity for citizens.*

*Activities that have been implemented: Inter-association Meetings, communication campaigns about the migratory processes in the Mediterranean, for defending*

*human rights through public acts and complaints when any group in the city has been discriminated against, debates and seminars.*

Was the best practice systematized? (yes/no): *No*

**Identification of results:**

Main results obtained that impact directly in the migrant or refugee people:

- Persistence of migrant associations with a growing sense of belonging to the city.*
- Political representation and participation of migrants and migrant descendents through the Plenary sessions of the District Councils, where there is a seat for representatives of the Table for the Coexistence.*
- A gradual process of inclusiveness and normalisation of the presence of migrants and migrant descendents in most spaces.*

**Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable:

*There is not a defined communication strategy although the Coexistence Board tries to visibilize the actions made and the activities implemented, through social media channels and the website.*

*In addition, the Municipality of Fuenlabrada promotes its visibility supporting the Coexistence Board activities through communication actions. Moreover, the Municipality shares the Coexistence Board as a best practice to exchange with other national or European cities.*

1. How do you involve stakeholders?:

*The entity is formed by migrant, neighbour, LGBT, among other associations. Migrant descendents and locals are represented too. In the activities the entity does, there is presence from the local government. In the activity called "laboratories" there are experts in pannels moderated by members of the entity, including the government and members of the unorganized civil society, discussing about policy making related to migration and interculturality.*

How do you involve migrant/refugee population:

*Through identification of social leaders or figures of reference. Leaders can be of help in finding people within the migrant community interested in the participative processes. Participation can be done either through existing associations or the creation of new entities; the city hall can help migrants to create associations or entities. In both cases it is important to create an intercultural network with common goals and a project oriented strategy.*

### **Challenges experienced:**

*Description of the main challenges faced during the implementation of the best practice.*

Identification and short description of the main challenges faced:

- *Putting ideas into actions. The table for the coexistence has often been Project oriented looking to produce deliverables such as events, exhibitions, parades. Nevertheless sometimes it was difficult to transition from ideas to action.*
- *Tension between social leaders. In social relationships sometimes conflict is unavoidable intercultural relationships require adaptation and conflict sometimes can lead to growth and learning.*

### **Recommendations and lessons learned:**

Main recommendations:

- *Be project oriented and endow the entity with financial and human resources: The table for the coexistence improved after receiving the 20,000€ subsidy from the City Hall. The table for the coexistence has also benefited from technical support through the employment of at least one person facilitating the execution of the annual Project.*
- *Have an open mind and incorporate all views.*
- *Migrants often have it harder to participate due to their economic challenges. Helping them solve their issues first can lead to their social and economic stability that is key for the success of the project.*

2. Main lessons learned:

- *The transformation and inclusion of migrants is a process that requires an evolutionary change more than a revolutionary change, it takes time and patience is required*
- *To promote an intercultural change all stakeholders must be included, paying special attention to migrant descendants and local people besides migrant communities.*

### **Best practice 3:**

#### **Identification phase:**

Identification of the area of best practice: *Integration, tackling rumors and racism.*

Link, if applicable: N/A

Name of the best practice, if applicable: *Anti-Rumour Strategy.*

Challenge/s addressed: *The challenge addressed is the improvement of tolerance and social values, which facilitate the coexistence in the municipality.*

*Even though Fuenlabrada is considered a tolerant city, characterized by the variety of origins, some people are still against migrants. This kind of people trust rumors and fake news related to the migration process, making coexistence in the city.*

Duration of the initiative: *Since 2013 until the present.*

Identification of stakeholders involved, if applicable: *Main local associations: migrant associations, neighborhood associations and volunteer people.*

Description of the initiative: *The Anti Rumors strategy is a long-term city strategy that includes: the development of communication activities, the generation of an anti-rumour network and the implementation of awareness activities such as workshops or campaigns, and training.*

*One of the main activities is the consolidation of a anti-rumour network which prevents discrimination and take advantage of diversity by challenging stereotypes, prejudices and rumours related to diversity.*

Was the best practice systematized? (yes/no): *No*

#### **Identification of results:**

Main results obtained that impact directly in the migrant or refugee people: *N/A*

#### **Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *N/A*

How do you involve stakeholders?: *N/A*

How do you involve migrant/refugee population: *N/A*

#### **Challenges experienced:**

Identification and short description of the main challenges faced: *N/A*

#### **Recommendations and lessons learned:**

Main recommendations: *N/A*

Main lessons learned: *N/A*

#### **Livadia. Description of the city:**

Short description about city's migration situation: *The majority of migrants came to the city in 1989-1990 after the fall of communism. These people came mainly from Eastern Europe e.g. Albania, Bulgaria, Romania, Ukraine, Russia.. They were economic migrants seeking an improved standard of living and they struggled to enter the labour market. Regarding asylum seekers and refugees mainly from Syria and Iraq, they came to our city*

*in 2016 when Livadia started implementing the ESTIA Accommodation Programme.*

Challenge that the city is facing in the integration and inclusion area: *There are certain challenges to be tackled. In the past, some social concerns were raised from the locals' side regarding their peaceful coexistence with migrants and refugees and how these people in need may receive the support they need in the city and how they can find a job when this is difficult even for the locals.*

Main elements characterizing the city strategy in the field of migrants and refugees integration: *The city tries to provide adequate information on the migrants and refugees situation. Main objective is to enhance the social structures, to increase the participation and empower its citizens by strengthening their voice and taking into consideration their opinion.*

### **Best practice 1:**

#### **Identification phase:**

Identification of the area of best practice: *Promotion of asylum seekers' and refugees' social integration*

Link, if applicable: [dimoslevadeon.gr](http://dimoslevadeon.gr)

Name of the best practice, if applicable: *ESTIA Accommodation Programme for asylum seekers and refugees.*

Challenge/s addressed: *i. The financial and administrative management of the Programme with the support of the services offered by the Municipality with no contribution from NGOs. ii. Keeping the balance between the locals' and the refugees' rights through the enhancement of social structures. iii. Fighting against xenophobia through the provision of necessary information (Programme visibility). iv. Encouraging refugees' active participation in the society by offering psycho-social support. v. Issuance of refugees' necessary legal documents even when long bureaucratic procedures were required and new laws were in place.*

Duration of the initiative: *From 2016 until today*

Identification of stakeholders involved, if applicable: *Public services, healthcare units, educational institutions, Chamber of Commerce, sports clubs, civil society, employers, cultural associations, volunteers, local associations. Ministries, Embassies*

Description of the initiative: *K.E.DH.L. implements the ESTIA Programme with the funding of the EU. The Programme hosts vulnerable asylum seekers' and refugees' families and offers them accommodation in equipped apartments scattered throughout the town, financial help, psychosocial support, facilitates their access to public services,*

*healthcare units, educational institutions and supports their social integration.*

Was the best practice systematized? Yes.

**Identification of results:**

Main results obtained that impact directly or indirectly on the migrant or refugee people: *The hosting of asylum seekers and refugees in apartments in Livadia gave them the chance to have decent living conditions and feel security again. They interacted with the locals, continued to be educated and attend courses, had access to basic services and healthcare units and received support and advice on their daily life activities for their active social participation and their eventual integration. From 2016 until today, 1733 beneficiaries have been accommodated and served by the ESTIA Programme in Livadia.*

**Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *The visibility of the ESTIA programme was from the very beginning of great importance. Information on programme implementation was thoroughly provided to the local population of Livadia as well as to every person interested through the official website of the municipality, press releases, interviews and TV programmes, brochures, reports, raise-awareness activities and cultural or sports actions.*

How do you involve stakeholders?: *The involvement of stakeholders and building synergies with them played a vital role. We co-organised activities and actions for refugees and local people such as sports actions, vaccination through the “Health for All” programme, educational programmes... We also conducted meetings to inform them on the Programme implementation and needs as well as to foster our cooperation.*

How do you involve migrant/refugee population: *Refugees were informed on the benefits and the objectives of the Project upon their arrival. The social workers took their history case, conducted focus groups discussions to advise them accordingly, to motivate them and enable them to be active citizens. Refugees were aware of all the necessary procedures and documents, actions and events for their social participation and integration.*

**Challenges experienced:**

Identification and short description of the main challenges faced: *The elimination of social concerns through the provision of frequent and adequate information, keeping the balance between the locals’ and refugees’ rights through the enhancement of social structures, the administrative and financial management of the Programme through the services provided by the municipality and with no contribution of NGOs and finally, the conduct of the necessary long bureaucratic procedures for the issuance of the required documentation for refugees’ integration.*



## **Recommendations and lessons learned:**

Main recommendations: *The ESTIA Programme is regarded as an example for hosting refugees feeling safe again and having their privacy. In parallel, they have the required support from psychologists and social workers upon their arrival. It is essential that refugees realize the soonest possible which their rights and obligations are, what actions they should take to have access to healthcare units, education and social interaction so that when exiting the Programme they will be able to live an independent life.*

Main lessons learned: *Lessons learned: i. Specific benefits derive from refugees' accommodation in apartments. Having locals as neighbours and living in the urban tissue facilitates their access to public services and various institutions promoting their active social participation and integration. ii. The provision of adequate information on the rules of the society, the required procedures to access healthcare services, education and labour market empowers them through their way to self-reliance.*

## **Participatory methodology:**

Description of the general citizens participation approach at the city level: *Continuous attempts are made to increase citizens' information and involvement in decision-making processes. The dissemination of the required information is supported through media, the official website of the municipality and social media where the citizens can respond, comment and contribute to decision-making processes for the best interest of the citizens and life in the city.*

Description of methodology(ies) applied at city level: *Every Greek citizen can make use of the Novoville platform where numerous modern communication tools are available. In particular, there is a chatbot which is a strong consultation tool. The citizens have the chance to express their opinion on any local priority and the municipality can be aware of it. Thus, local democratic participation between citizens and elected officials is reinforced. Novoville also delivers vital insights into the government's organization. Monitoring conversations, mentions and trends across social and online media helps local governments understand what citizens say about them in real time. As a result, every municipality can optimize the services offered.*

## **Mechelen. Description of the city:**

Short description about city's migration situation: *The city faced a strong revival in the last decade, leading to a growing economy, population and popularity. This was due to strong investments by the city in city renewal, prevention & safety, living together. The population is very diverse: 35,2 % of the population has a migration background, more than 50% of < 12 years has a migration background. More than 130 nationalities live together here, we speak 69 languages. We believe in co-creation and participation of citizens. The ambitions are high. We focus on 3 focal points: mobility, entrepreneurship,*

*the fight against poverty; and 2 strategic goals: a sustainable and an inclusive city. Within inclusive city we work on 2 priority programmes 'inclusive & active citizenship' and 'equal opportunities & fighting discrimination'.*

*Challenge that the city is facing in the integration and inclusion area: Polarisation and the us/them rhetoric, how to respond without fueling the polarisation; undocumented people who often remain under the radar (housing market, e.a.); vulnerable women and need for accessible meeting places; Child poverty (14,3% in general, but for children with a non-Belgian mother this percentage rises to 26,3%); fake news and social media; education: the unqualified outflow of youngsters (with migration background).*

*Main elements characterizing the city strategy in the field of migrant and refugees integration: The city of Mechelen is committed to an inclusive approach, but recognises the usefulness of certain categorical measures (to counteract disadvantage & exclusion, to increase participation, emancipation & social upward mobility). Working on a structural solution, which benefits everyone, is always given priority. Attention to diversity must be embedded in all city services and in external services, institutions and organisations. It is a shared responsibility (citizens, facilities, associations, authorities) in all policy areas, in all sectors, at all levels of society. A strategic programme manager is appointed to coordinate and monitor the strategic goal 'inclusive city' within the organisation, and ensures that all services work within the vision, the agreed framework, the (policy) priorities and contribute to realising the policy objectives. At the political level it is on the one hand a responsibility of the whole political board, and on the other hand an alderman is final responsible for diversity, accessibility and equal opportunities at the political level.*

*The diversity in all its forms is given a full place in the city, the communication and the identity experience of Mechelen. All policy areas, city services and partners must support this inclusive approach.*

- 1. Increase support for ethnic-cultural diversity. Stimulating living together in diversity and strengthening social cohesion. (social cohesion, language stimulation)*
- 2. Conducting an internal diversity policy. (accessibility of municipal services, language policy)*
- 3. Taking a leading role in expressing its vision of diversity to its external partners and stimulating the setting up of a diversity policy with external organizations and facilities. (accessibility of non-municipal services)*
- 4. Encourage the participation of disadvantaged groups and minority voices in local policy (policy participation)*
- 5. Anti-discrimination and equal chances are high on the political agenda.*



## **Best practice 1:**

### **Identification phase:**

Identification of the area of best practice: *education*

Link, if applicable: <https://www.mechelen.be/onderwijs/leerrecht-professionals>

Name of the best practice, if applicable: *Reference Group Education*

Challenge/s addressed: *to reduce the large unqualified outflow of youngsters (with Moroccan roots) in the city*

Duration of the initiative: *1 year*

Identification of stakeholders involved, if applicable: *city employees, policy makers, people from all levels of education, members of the reference group (i.e. citizens of Mechelen with a migration background (Moroccan community) and expertise, knowledge and links with the theme of education. Shortlist with 20 to 25 names)*

Description of the initiative: *A group of citizens from the Moroccan community, together with educational partners and city employees, started a participatory diversity project. The initiative resulted in an action plan with nine points on which the city will continue to work so that all children and young people in Mechelen will feel at home at school. The ultimate goal is to limit the large unqualified outflow in the city.*

*When a group of citizens in Mechelen wanted to establish a Muslim school, mayor Bart Somers insisted on understanding the reasons behind the request. The large unqualified outflow of young people with Moroccan roots was the main reason for the initiators, but also that many children and young people did not feel at home in the schools in Mechelen and there was little room for their religious identity. The mayor decided to consult the citizens, he wanted to ask them how we could adapt education in Mechelen so that all children feel at home. The invitation was accepted. Afterwards, a kick-off meeting was held with representatives from all schools in Mechelen, members of the reference group and various city employees. 3 main questions were central of this participative process: How can we decrease school delay of youngsters? How can we increase parent involvement among hard-to-reach parents? How can we achieve more diversity in our teacher teams?*

*Based on the reference group, three themes were worked on in separate groups: parent involvement, well-being (of the children) and promoting a social mix. Each working group consisted of city employees, people from all levels of education and members of the reference group. The reference group took care of the further process and invited experts. The city facilitated the whole thing.*

*Each working group met three times and in June 2017, the reference group organised a plenary with all the findings. In order not to lose the crucial findings, the city decided to*



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*transpose the most important decisions into the action plan on diversity and education. This was an important turning point: The reference group was no longer the director, the city took over. The action plan 'Diversity and education' with nine focal points became part of the urban policy.*

Was the best practice systematized? *No*

#### **Identification of results:**

Main results obtained that impact directly or indirectly on the migrant or refugee people: *This participative and co-creative process resulted in a nine-point action plan. The results were structurally anchored in city policy. A budget was made available for the realization of these actions. The process was supported by the city (political and administrative level*

*Presentation of action points in plenary: June 2017 Translation into action plan: autumn 2017*

*Start of actions: from January 2018*

#### **Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *N/A*

How do you involve stakeholders?: *N/A*

How do you involve migrant/refugee population: *N/A*

#### **Challenges experienced:**

Identification and short description of the main challenges faced: *To continue this dialogue with a broader target group. Expand the reference group with representatives from other communities in Mechelen has been a challenge.*

*To keep the reference group involved after the delivery of the action plan. The structural embedding of the dialogue model and the reference group as a policy group/dialogue partner/sound board of the city.*

*Religious and philosophical issues/topics has been proven difficult to discuss, to this extent that we had to decide to take these topics (for ex. Ramadan, halal food, swimming, multi-day trips, headscarf) out of the process and deepen them at a later stage (what we (successfully) did).*

#### **Recommendations and lessons learned:**

Main recommendations: *Open up the process from the start, make it as inclusive as possible (it has been proven difficult to try to open up the process to other communities in Mechelen).*

*The mandate of the reference group should be clear, also after the process Think about*

*the reimbursement for participants*

*Support from umbrella organisations for education, the will to change things*

*Consensus on themes so you can always fall back on these agreements made with the education umbrella organisations*

*Clear timing and deadlines, assignment is to deliver a concrete action plan*

*Cooperation between different city departments: for ex. education, prevention and diversity*

*Budget & make time for the process (also for follow-up/after care)*

*Main lessons learned: Efforts to enlarge the reference group (broader than citizens with Moroccan background) have had insufficient effect*

*To keep the reference group involved after the process has proven difficult*

*Actions within the action plan should have a structural effect at the level of school policy, this is often lacking (project-based instead of policy-based)*

*The insight that we (the city) should talk with stakeholders/persons involved instead of about them (the 'dialogue model').*

*All groups involved must feel a sufficient need to talk about a topic. There must be a local mandate.*

## **Best practice 2:**

### **Identification phase:**

Identification of the area of best practice: *living together*

Link, if applicable: <https://www.theneverendingpark.com/leerinzichten>

Name of the best practice, if applicable: *De Grond der Dingen*

Challenge/s addressed: *We do not seek consensus, but dialogue and an inclusive decision, not avoiding conflict, but embracing it. The aim is a common, polyphonic world.*

Duration of the initiative: *2019-2021*

Identification of stakeholders involved, if applicable: *Arsenaal/Lazarus, museum Hof van Busleyden, City of Mechelen, citizens of Mechelen*

Description of the initiative: *'De Grond der Dingen' is an initiative of theatre ARSENAAL/LAZARUS and the Museum Hof van Busleyden in which the inhabitants of Mechelen are called upon to actively help build their common future. The city is making 20,000 m<sup>2</sup> available to realise a number of proposals.*

*Each citizen of Mechelen thus receives a gift of 1 m<sup>2</sup> that he/she can use in 3 ways. He/she*



*submits an idea that adds something new, he/she changes something to an existing place in the public space or he/she joins existing projects and becomes co-owner. The ideas can be between 1 and 20,000 m<sup>2</sup> in size.*

*The project proceeded in different phases that evolved along with the project.*

*Phase 1: Collecting ideas and proposals (via the website, but also by email, telephone or simply by passing by).*

*Phase 2: Proposals were collected and made visible in the renovated Museum Hof van Busleyden from mid-June 2018.*

*Phase 3: All proposers and interested Mechelaars negotiated the quality of the projects submitted and made their own initial selection on 27 April 2019.*

*Phase 4: Between 6 December 2019 and 15 March 2020, the selected proposals were presented in the exhibition *The Neverending Park*, at the Museum Hof van Busleyden.*

*Phase 5: final phase, in consultation with the people of Mechelen and experts, final selection of projects that will be realised from 2021 onwards. The city made 20,000 m<sup>2</sup> available for this purpose.*

Was the best practice systematized? *No*

#### **Identification of results:**

Main results obtained that impact directly in the migrant or refugee people.

*206 ideas were collected, 83 were withheld.*

*The Grond der Dingen and specifically the expo offer opportunities to meet each other and stimulate engagement. As a result, ideas and projects have a greater chance of success.*

*The ideas are anchored sustainably, in cooperation with several city services*

*Shared understanding about the importance of involving “minority groups” in this project.*

*The expo provided a safe space for collaboration. There is a desire for the continuity of such a safe space.*

*The expo was an inspiring place to meet. All sorts of organisations and people from the Mechelen area came together here.*

#### **Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *N/A*

How do you involve stakeholders?: *N/A*

How do you involve migrant/refugee population: *Through intermediary organizations,*

*bridge figures*

### **Challenges experienced:**

Identification and short description of the main challenges faced: *Due to the long duration of the project and the multitude and complexity of the offerings in the exhibition, some participants drop out. Due to the long duration of the process, it was difficult to maintain political support and attention (focus on concrete results, not invisible processes)*

### **Recommendations and lessons learned:**

Main recommendations: *Keep an open mind, also for voices you don't necessarily agree with. Erst das Fressen, dann die Moral: In order to achieve commitment, the basic conditions must be fulfilled: Am I healthy? Do I have food? Am I warm? Am I comfortable here? Am I welcome? Is it cosy?*

*Time (participative processes demand time time and time) Make budget (and space) available to realise the ideas.*

Main lessons learned: *The general tendency of the ideas is towards: more green/more nature, more tranquillity, more environmentally friendly and sustainable, more inclusiveness and connection. This also points us to the voices we have not heard: What about the SUV drivers? The stock market speculators? The climate deniers? The xenophobes? The loners who prefer to keep to themselves? We are looking for ways to reach them too.*

*Participation is needed at the level of policy themes, not just at the level of projects and not just by the usual suspects, but by a cross-section (representation) of who lives in Mechelen.*

### **Participatory methodology:**

*Please, in order to facilitate the preparation of the report capacity building activities, indicate overall city approach to citizens participation and methodologies applied by your city or other cities you know that could be adapted to the rules of the Policy Lab.*

Description of the general citizens participation approach at the city level

*Formal political participation* (or direct representation and participation by representation and (semi-) permanent participation (advisory bodies))

*The municipal council is authorised to establish advisory councils.*

*The establishment of advisory councils is optional. This is different when a law or a decree imposes the establishment of an advisory council, such as: the municipal commission on town and country planning (GECORO); the youth council; and the children council.*

*In Mechelen we have, next to the mandatory GECORO and youth council, the following*



active advisory boards<sup>1</sup>: culture council; sports council; agri- and horticulture council; business platform; environment and climate council; mondial council; council for people with disabilities; council for elderly people.

*In the past we had a specific advisory board that was composed of Mechelaars with a migration background, but uniting people on the basis of origin does not work. Moreover the vision of the city changed and since 2013 Mechelen aims to be an inclusive city, a categorical approach was systematically phased out. All services, departments and subdepartments of the city need to be inclusive and accessible, so do the advisory boards: these boards should be diverse and representative of the population. However, the current advisory boards are not there yet. The Youth council, Children council and Culture council are the most advanced with regard to reaching people with a migration background.*

*At the local level, there is, at the moment, no formal mechanism of policy participation for persons with a migration background.*

*In 2021 Mechelen experimented with a **citizen panel** (Burgerpanel). <https://makers.mechelen.be/burgerpanel> Despite the efforts of the city, also this panel wasn't a representation of the superdiversity.*

#### *Informal political participation (or ad hoc participation)*

*Here we have several examples at the local level (cfr. infra): Reference group education; trajectory with young newcomers in cooperation with Group Intro (from this process recommendations were formulated directed at the youth service); dialogue moments between ethnic cultural organisations, the association Internationaal Comité and the city (alderwoman and the administration); the initiative 'de grond der dingen'; the current trajectory 'Decolonizing Mechelen'.*

*Today, there is still often a large gap between public authorities and citizens with a migration background. Local authorities want to encourage citizens to be active citizens. On the one hand, persons with a migration background do not always seem to find their way to active citizenship. On the other hand, it is a challenge for local governments to work on a local participatory policy that pays attention to local super-diversity.*

*The study 'Active and Shared Citizenship' (HIVA, 2020) states that many people with foreign origins do not necessarily find their way immediately, let alone automatically, to those places where citizenship is experienced and shared. Numerous vulnerable*

<sup>1</sup> <https://www.mechelen.be/adviesraden>

*groups such as refugees, asylum seekers, newcomers, etc., have other priority needs, in*

*terms of work, housing, welfare, health. Also, bad participation experiences from the past can play a role in their motivation. They also sometimes lack an extensive local network that encourages participation.*

*Policy participation in daily life has many faces. Many forms of participation today remain underexposed or on the margins, or are unknown. Because of this, a lot of potential to promote policy participation is lost.*

Description of methodology(ies) applied at city level:

*At the local level, there is, at the moment, no formal mechanism of policy participation for persons with a migration background, but in line with our inclusive vision, there are some good practices within the Urban Advisory Councils.*

*The current advisory councils and consultation forums do not work for the AMIF target group (third-country nationals, people with a migration background). There is a lack of ethnic-cultural diversity in these bodies. Past initiatives have not succeeded in remedying this. Advisory boards are one possibility alongside other dimensions and examples of policy participation. So in other forms of policy participation, there are certainly some exploration possibilities.*

*The concrete support of associations, especially migrant self-organisations, is a gap within Mechelen. Activities and events organised by self-organisations often remain on the margins or within the silo of their own community, and fall outside the regular subsidy channels. And vice versa. Various activities and services (which are supposedly open to all citizens) often do not find an audience among AMIF target groups. To work towards a better relationship with ethnic cultural associations, we initiated dialogue moments between different city services, ethnic cultural organisations and Internationaal Comité vzw (federation) in an accessible and informal way: informing each other, getting to know each other, discussing thresholds and needs.*

*Work is done OR at the level of the advisory councils OR at the level of the target group, but not AND/AND. Nor is there any search for innovative participation methods; we remain stuck in the traditional forms of policy participation.*

*Initiatives such as the project "integrate together"<sup>1</sup> (and other buddy projects) are very valuable. In the aftermath of the "refugee crisis" in 2015, the "mechelen makers" platform and the citizen initiative "Welcome in Mechelen" came into being. However, there is still a lot of margin to grow in triggering and cultivating the (dormant) drive among Mechelen citizens to take up social engagement.*

*Finally, civic engagement does not just fall from the sky; it requires permanent maintenance and cultivation.*

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<sup>1</sup> <https://www.mechelen.be/mozaiek-buddywerking>

*There are also growth opportunities in Mechelen in the area of active citizenship through concrete guidance to leisure organisations and individual tailor-made assistance. Based on this guidance, thresholds can also be indicated and discussed. (for ex. the outreachers that worked with young newcomers had conversations with the sports council and certain sports associations regarding thresholds that were experienced by these youngsters); for ex. rigid timing of registration or enrolment moments,...)*

*At various city departments and partners (e.g. Arsenal Lazarus), there are insights into Deep Democracy and trying to capture invisible or silent voices. Awareness is there.*

### **Modena. Description of the city:**

Short description about city's migration situation: *The City of Modena counts*

*28.350 migrants, the 15,8% of the population, an higher percentage than regional and national average. There are 133 different nationalities and the most representative countries are Romania, Morocco, Philippines, Ghana, Albania, Ukraine, Moldova, Nigeria, China and Tunisia. The 52,7% of migrants are women, many of them coming from East Europe. The 17,8% of migrants are born in Italy, and the 21,5% of minors are foreign.*

*Challenge that the city is facing in the integration and inclusion area: one of the main problems we are facing is the fact that in the last decades the management of migrants and refugees has been very fragmented. One of the main challenges so is coordinating different sectors, both public (at different levels local, regional and national) and private, to unite forces towards common goals. Housing, job, relations to police, immigration office and local media are the areas that migrants have indicated as most sensitive and subject to discriminations. Moreover many migrants associations think the topic of young people integration should be a priority, but we haven't until now implemented any specific policy for youth integration.*

*Main elements characterizing the city strategy in the field of migrant and refugees integration: Modena has a long tradition of acceptance and planning on integration issues. Along with socio-demographic changes, integration policies have evolved and in these years the process is in progress. Now it is characterized by interculture and enhancement of diversity that can be a resource to socio-economic development. It can be summarized in 3 steps:*

- 1) knowing/identification: it is necessary to get in touch with the different components of society, grasp the potential of diversity, and identify the strengths, dreams and challenges of these groups;*
- 2) Planning and governing: it is necessary to reflect on the use of potential, to get over the elements of conflict and strengthening the good points*



3) *involving and participants: all citizens need to be involved in policy creation and implementation*

### **Best practice 1:**

#### **Identification phase:**

Identification of the area of best practice: *integration and multicultural*

Link, if applicable:

Name of the best practice, if applicable: *PROGRAM MODENA CITTA' INTERCULTURALE*

Challenge/s addressed: *After years of immigration the society has become more multi-ethnic and the old integration strategies are obsolete. The "Mediterranean model" from the '90s has been characterized by fragmentation of initiatives and contradictions of national rules, so local administrations have faced the responsibilities of immigration management and social issues. So the challenges are changing approach, exchanging information and good practices between cities and different sectors of the same city so as to sensitize people about diversity, tolerance and respect through different policies and initiatives that take place with the same goal.*

Duration of the initiative: *from 2019 to now*

Identification of stakeholders involved, if applicable: *Modena citizen in general, with a particular attention to public local employees and migrants associations, thanks to the resources granted by European Project ITACA.*

Description of the initiative: *Modena has joined the Network of Intercultural Cities of Council of Europe in 2019. Intercultural and diversity are the principles of a new inclusive approach. The main aims are fighting racism and discriminations, supporting the participation of every citizen and increasing the intercultural competences of managers, administrators, teachers, educators in public and private sectors.*

Was the best practice systematized? (yes/no): *Yes, it was. From 2019 to 2022 Modena has renewed the participation to the network every year and the intention is going on this way, trying to get economical resources and opportunity also thanks to European projects.*

#### **Identification of results:**

Main results obtained that impact directly or indirectly on the migrant or refugee people: *One of the main results of this program is the institution of "Tavolo Intersettoriale Intercultura", periodical meetings that let people from different sectors of the Municipality of Modena to exchange experiences, information and good practices. In these months, thanks to ITACA project, Modena is starting training for public employees*



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*and managers about discriminations. Different courses are organized for front office workers, back office employees and executives. Moreover, UNIMORE did research about migrants associations that gave us important datas to see our city from a different point of view.*

### **Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *websites, emails*

How do you involve stakeholders?: *Public employees receive emails of invitation to participate in anti-discriminations. Migrants associations were involved by UNIMORE researchers.*

How do you involve stakeholders?: *Migrants/refugees have been involved in the research about migrants associations. And now we have established a contact, the Administration wants to involve them in public assemblies and policy making strategies.*

How do you involve migrant/refugee population: *N/A*

### **Challenges experienced:**

Identification and short description of the main challenges faced: *It's difficult to coordinate different sectors that used to work separately, each with its own chief, strategy and budget, Moreover sometimes offices are overworked and don't have sufficient personnel to deal and deepen topics about migrants and integration.*

### **Recommendations and lessons learned:**

Main recommendations:

- *learn about the local impact of diversity*
- *intervene on the social and cultural challenges posed by the new generations*
- *promoting intercultural dialogue and sharing of cultural pluralism*
- *prevent and combat all forms of racism, discrimination and exclusion as well as all forms of extremism and prevarication*
- *stimulate and support the participation of every person in the city, also through the role of associations of citizens with a migratory background*
- *increase intercultural competences for managers, administrators, teachers and educators*

Main lessons learned: *All the sectors of city administration have to collaborate, otherwise the risk is to frustrate projects and efforts.*

*Negative ethnic-racial stereotypes are hard to be eradicated. So if the staff of public entities and population are not trained about inteculture, the administration and society could perpetuate systemic discrimination, even unintentionally.*

### **Participatory methodology:**

Description of the general citizens participation approach at the city level: *For Modena the participation of citizens is very important: often the population is involved through public assemblies on particular topics. At political level the Municipal Council meets every week and the meetings are open to citizens. In these days there are not citizens with migratory background elected in the city Council.*

Description of methodology(ies) applied at city level: *Modena tries to listen to people's needs, communicate the city's initiatives and involve the population in public assemblies. In particular about migration, in the 90s the city established the Consult of Foreigners in order to involve and represent migrants, but after many years it was dissolved. Nowadays the Administration, thanks to the Modena Città Interculturale project, wants to involve the representatives of migrants associations in policy making; in particular in 2022 we are planning to have in Modena 4 or 5 policy making participatory meetings with migrants representative to elaborate a chart on intercultural and antidiscrimination policies. Must a Lab will be the occasion to involve citizens with migratory background on the topic of youth integration.*

### **Pont de Claix**

#### **Description of the city**

Name of the city: Pont de Claix

Population: 10.700

Short description about city's migration situation: *Pont de Claix is an industrial and popular town. Its population has the second lowest median income in the Grenoble metropolis. Pont de Claix was built on economic immigration. Ethnic statistics being prohibited, we know that in Pont de Claix, there are many inhabitants of various origins: European (Italy, Spain), South American (Chile, Colombia), African (Sub-Saharan Africa, Algeria, Morocco, Tunisia ....). The municipality has carried out several projects relating to the reception of migrants (a Reception Centre for Asylum Seekers, provision of communal housing to associations for the accommodation of asylum seekers, AFPA, by agreement with the State, which welcomes migrants and asylum seekers on the territory of the city of Pont de Claix, including Afghans and Syrians).*

Challenge that the city is facing in the integration and inclusion area: *In the field of integration and inclusion, the city, despite the presence of large industrial companies, has a population affected by unemployment, especially among young people. This is all the more marked for people living in a priority "city policy" district. Concerning migrants, there is a challenge of employment and economic integration but also and before that, a challenge of learning the French language.*



*MUST-a-lab has been co-funded by the European Union's Asylum, Migration and Integration Fund. The contents of this publication are the sole responsibility of the author and do not necessarily reflect the opinion of the European Union.*

## **Best practice 1:**

### **Identification phase:**

Identification of the area of best practice: *Learning the language through sociolinguistic workshops via the social center of the municipality.*

Name of the best practice: *Socio-linguistic actions of the social centers of Pont de Claix.*

Challenge/s addressed: *The organization of the workshops is based on 4 different levels: Alpha level, FLE1, FLE2, FLE3. There are 4 learning sessions per week. These are workshops with permanent entrances and exits and which operate thanks to the intervention of a trainer (15 hours / week) and the support of 7 volunteers. Participants are evaluated 3 times a year in order to verify their achievements from a first positioning carried out with the entry into ASL. During the year (see the report), 30 out of 33 people changed their level of learning.*

Duration of the initiative: *Every year*

Identification of stakeholders involved: *Of the 33 people who attended the workshops, 28 live in the commune of Pont de Claix and 5 in the neighbouring communes. Of the 33 migrants enrolled in the workshops, 4 come from non-EU European countries, 11 are from the Maghreb, 12 from sub-Saharan Africa, 4 from Central Asia and 1 from the Middle East.*

*Out of 33 learners, 21 are aged 26 to 45, 8 are aged 18 to 25, and 4 are aged 46 to 64. By level, 8 people are in the ALPHA group (people who do not speak French at all with no schooling or very little schooling), 19 are in the FLE1 level (people who understand French and can converse by assembling words side by side, audiences having been educated in their country of origin), 2 are in FLE2 level (intermediate, people who speak french well and are able to constitute a complete sentence but do not know how to be autonomous in writing). 3 people are in FLE3 level (advanced, people speaking well in French with sometimes a high academic level and may have a more elaborate language but needing to work more on writing to write and produce texts).*

Description of the initiative: *The objective of the initiative is to enable these audiences to promote integration through language learning. In the workshops and activities offered, some include a visit to the municipal library to encourage the autonomy of the public, but also civic sessions relating to the history of France, its values, knowledge of its administration, its institutions. Workshops are held with employment actors to promote language learning as a tool for professional integration and knowledge of French culture.*

Was the best practice systematized? *Yes, every year. Before the health crisis, in 2018-*

*2019, 111 people were enrolled in sociolinguistic workshops. In 2019-2020, 96 people attended the workshops. The COVID crisis has led to the reorganization of the system that cannot accommodate so many audiences. Some sessions were also provided remotely or via digital media.*

#### **Identification of the results:**

*Main results obtained that impact directly or indirectly on the migrant or refugee people: Migrants or refugees are fully involved in the workshops offered. 30 out of 33 people were able to pass a level during the year. This will allow these audiences to facilitate their integration and professional integration through the understanding and mastery of the French language.*

#### **Communication, stakeholders and migrant/refugee population:**

*Communication strategy, if applicable: The communication is done directly between the professionals and the public, the discussions. Only one corporate communication takes place in September, each year. The information largely reaches the audiences concerned because there are more requests each year than places. In the last session, 15 people were on the waiting list.*

*How do you involve stakeholders?: N/A*

*How do you involve migrant/refugee population: The population participates thanks to the involvement and commitment of a professional who teaches the language and several volunteers who accompany the learners. There are courses in workshops but also activities. For example, learners can visit the library with volunteers, in order to accompany them to places that allow them to enrich their teaching and facilitate language learning. The trainer worked in partnership with and the librarian in order to be able to propose a cultural mediation sheet, based on a comic strip, a sheet to welcome the learners of the sociolinguistic workshops.*

#### **Challenges experienced:**

*Identification and short description of the main challenges faced: Since 2019, there have been periods of confinement and periods of health constraints preventing the normal meeting of workshops.*

*There were the problems posed by the cancellation of the workshops or their postponement, whether we could find the learners after the periods of confinement, as well as the volunteers.*

*There was the fear of learners finding themselves in situations of isolation and also the question of accompanying them during these difficult periods (for example, for the need to be able to present a travel certificate).*

#### **Recommendations and lessons learned:**



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Main recommendations: *The main recommendation is to perpetuate the workshops and find ways to Scale Up. It would be interesting to be able to develop the offer, to be able to increase the working time of the trainer, to recruit a second trainer, or to organize more days of sessions per week but with the condition of being able to continue to count on volunteers to accompany the learners?*

*To develop action on the integration of migrants through sustainable employment, the objective could be to offer professional workshops focused on identified and sought-after professions in the agglomeration. There could be a kind of cycle between the socio-linguistic workshops, then an activity around employment, a job-specific training proposal and make the link with potential employers for an apprenticeship or the occupation of a job on a contract of indefinite duration.*

Main lessons learned: *Despite health constraints, and periods of confinement, sociolinguistic workshops continued to function and continued to attract audiences. Even though the organization has been revised with a decrease in attendance due to COVID, there is a waiting list of 15 people, which shows that migrants are motivated to learn the language and to be able to integrate by mastering French.*

### **Participatory methodology:**

Description of the participatory methodology: *We intend to build a local experience on the integration of migrants based on sociolinguistic workshops. We will build this work in partnership with AFPA and social centers (staff and volunteers). The objective is to be able to lead a project team that could organize integration workshops (depending on the training offered via Afpa or the jobs sought in the agglomeration).*

*Several collective working times will be devoted to the reflection on the local experience to be conducted, the identification of the public, the identification of training and professions will be conducted as well as the search for partnerships (economic actors, institutional ...) The idea would be to make the link between migrants, learning French, who are training in a profession and an entity that recruits (example: a company in the territory looking for qualified staff or who can be recruited to complete a qualifying training prior to hiring. Associative actors but also administrative actors such as the city services will be solicited in this process.*

*The AFPA, which has the experience of leading trade and integration days, can be of great help in **communicating** and getting professional actors interested in recruiting staff trained in a profession and being able to offer positions.*

### **Vienna. Description of the city**

#### **Description of the city**

Short description about city's migration situation: *Vienna is a growing city with an*



*increasingly diverse population in terms of languages spoken, countries of origin, religions, and socio-cultural backgrounds – just like many other large European cities. At the beginning of 2020 more than 1.9 million people were living in Vienna, 63.3% of which were born in Austria and 36.7% abroad. In 2019, the average of Vienna's population with a migrant background was 45.9%, while the share of residents where both parents were born in Austria was 54.1%. This shows that Vienna is an immigration city within the European Union.*

Challenge that the city is facing in the integration and inclusion area: *The migration movements of the last few decades have created a wide variety of opportunities and challenges for politics and administration in the City. Since 2007, the City of Vienna's integration and diversity monitoring process has therefore highlighted the changes in Vienna's migrant society and has measured the level of integration and diversity in Vienna following a rights-based and inclusive approach. Integration is a process where the host society and migrants face a number of challenges and tasks. Integration aims at achieving equality and equal opportunities. Showing respect and acknowledging each other are vital factors in a successful integration process.*

*Over the past 60 years, Vienna has experienced a very dynamic population development. Within a few decades, population numbers in the city first went from stagnant to shrinking and then started to grow rapidly. At the same time, a previously strongly ageing city was turned into a young metropolis - mostly due to international immigration.*

5. Main elements characterizing the city strategy in the field of migrant and refugees integration: *The immigration of mainly young women and men is clearly reflected in the composition of Vienna's population. At the beginning of 2021, 31.5 per cent of Vienna's residents were foreign nationals, 37.1 per cent were born abroad and 41.9 per cent were of foreign origin, i.e. they either held a foreign citizenship or were Austrian nationals born abroad. In Austria, the right to vote is tied to Austrian citizenship. Viennese residents who do not hold Austrian citizenship are not entitled to vote in municipal, provincial or federal elections. Thus, an increasing part of Vienna's population is excluded from the most prominent form of political participation. At the beginning of 2021, 30.7 per cent of Vienna's residents above the voting age of 16 were not allowed to participate in federal, provincial or municipal elections.*

#### **Best practice 1: Youth participation and integration**

Name of the best practice: *cult.kids*

Identification of the area of best practice: *7th district of Vienna/Cult.kids/guided park maintenance*

Link, if applicable: [www.mk-n.org](http://www.mk-n.org)

Challenge/s addressed: *supervised park supervision in the form of leisure-pedagogical*

*offers*

Duration of the initiative: *since 1993 going on*

Identification of stakeholders involved, if applicable: *Children from 6 to 13 years including other users of the action site such as parents and seniors.*

Description of the initiative: *The aim of all activities is to promote togetherness and individual creativity. The offer is tailored to the needs and interests of the children and young people. The focus is also on reducing any kind of resentment, prejudice or cliché.*

*This goal of a common togetherness in public parks is achieved by*

*Expansion of the scope for action (through individual support and work on social structures)*

*Support in the appropriation of public space (in spatial and social terms)*

*Promotion of health (physical, mental and social well-being according to WHO definition)*

*Improvement of the social climate in public space (mutual acceptance of the different users, subjective feeling of security, etc.)*

*Promotion of equality, social justice (gender mainstreaming & diversity policy)*

*to achieve this targets cult.kids works with the methods 1. Socio-cultural animation*

*Group work (e.g. games, sports and adventure-pedagogical offers as well as creative design)*

*Group and clique work 4. gender sensitive work community orientation*

#### **Identification of results:**

Main results obtained that impact directly or indirectly on the migrant or refugee people:

- 1. Equal opportunities and social economically equality for migrant or refugee kids of the target group, taking into account the different living environments, needs and different starting conditions*
- 2. Creation of a social network independent of the socio-economic background of the target group*

#### **Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *N/A*

How do you involve stakeholders?: *N/A*

How do you involve stakeholders?: *communication via social media platforms*

How do you involve migrant/refugee population: *N/A*

#### **Challenges experienced:**





Identification and short description of the main challenges faced: *The maintenance of public space for the purpose of bringing together children of different origins and socialization.*

**Recommendations and lessons learned:**

Main recommendations: *intensive networking with district politicians and other stakeholders in order to achieve systemic improvement and functioning integration of the target groups in their interest*

Main lessons learned: *the integration and involvement of the target groups in social development processes can only work if socialization-related problems are dealt with with the involvement of individual resources. Thus, a common social value and attitude system can be worked on.*

**Best practice 2:**

Identification of the area of best practice: *7<sup>th</sup> district of Vienna/Cult.mobil/Streetwork/mobile youth work*

Link, if applicable: [www.mk-n.org](http://www.mk-n.org)

Name of the best practice: *cult.mobil*

Challenge/s addressed: *Integration of economically disadvantaged young people into society by means of social work in their living environment.*

Duration of the initiative: *since 1993 going on*

Identification of stakeholders involved: *economically disadvantaged and marginalized youth and young adults from 14 to 26 years.*

Description of the initiative :*Cult.mobil is social work in public and semi-public space in the 7th district of Vienna.*

*It is part of the extracurricular children and youth work in Vienna. It is supervised by trained social workers. One of the main goals is social and economic integration of the target group into society.*

*This goal of integration should be achieved with classic social work. This includes*

- 1. continuous presence in public and semi-public space in the 7th District of Vienna*
- 2. Counseling in public space*
- 3. regular consultation times in the institution*
- 4. improvement of the respective life situation*
- 4.social integration of marginalized youth and young adults continuous, professional relationship offer*

5. *regular room offers*
6. *Conflict prevention and mediation in public space*
7. *Resource-oriented work by setting pedagogical offers to achieve this targets*  
*cult mobil works with the methods*
  - *street work*
  - *Advice/supervision/accompaniment 3. Group and clique work*
  - *gender sensitive work*
  - *community orientation*

### **Identification of results**

Main results obtained that impact directly or indirectly in the migrant or refugee people:

- *Equal opportunities and social economically equality for migrant or refugee young people of the target group, taking into account the different living environments, needs and different starting conditions*
- *Creation of a social network independent of the socio-economic background of the target group*

### **Communication, stakeholders and migrant/refugee population:**

1. *Communication strategy, if applicable:*
2. *How do you involve stakeholders?: communication via social media platforms*

### **Challenges experienced:**

Identification and short description of the main challenges faced: *Development and promotion of socially appropriate action strategies for the target groups, regardless of their socio-economic, cultural and socialization-related background, for better integration into society.*

### **Recommendations and lessons learned:**

Main recommendations: *intensive networking with district politicians and other stakeholders in order to achieve systemic improvement and functioning integration of the target groups in their interest.*

Main lessons learned: *the integration and involvement of the target groups in social development processes can only work if socialization-related problems are dealt with with the involvement of individual resources. Thus, a common social value and attitude system can be worked on.*

### **Best practice 3:**

Identification of the area of best practice: *7th district of Vienna/Cult.Cafe/youth café*

Link, if applicable: [www.mk-n.org](http://www.mk-n.org)

Name of the best practice: *Cult.Cafe*

Challenge/s addressed: *The main challenge is to create a setting where one can live together regardless of the cultural, religious and economic background, so that participation and integration in social life in the district of Neubau can be made possible integration of the target group.*

Duration of the initiative: *since 2005 going on.*

Identification of stakeholders involved: *on one hand economically disadvantaged and on the other hand economically well integrated people aged from 10 to 22 years.*

Description of the initiative: *Cult.Cafe is an youth cafe for youngsters and young adolescents. It is part of the extracurricular children and youth work in Vienna. It is supervised by social educational staff. One of the main goals is to reach equal opportunities and social equality for children and young people, taking into account the different living environments, needs and different starting conditions. This goal of integration economically disadvantaged youngsters and young adolescents should be achieved with educational offerings in a cafe setting. This includes:*

1. *development of a pedagogically valuable leisure time activity with and for the children and young people*
2. *to offer a room without necessity to consume*
3. *support of the initiative of the youngsters*
4. *to create a room for meaningful pedagogical free time*
5. *to foster on interculturality*
6. *to learn in peer groups to come together and to communicate without any conflicts*
7. *Promotion of identity-forming measures*
8. *Risk and intoxication competence teaching*
9. *Promoting personal initiative and a sense of responsibility*
10. *Testing of democratic forms of behavior*
11. *gender sensitive work*

**Identification of results:**

1. Main results obtained that impact directly or indirectly in the migrant or refugee people:
  - *Equal opportunities and social equality for migrant or refugee young people of the target group, taking into account the different living environments, needs and*

*different starting conditions.*

- *Creation of a social network independent of the socio-economic background of the children and young people.*

**Communication, stakeholders and migrant/refugee population:**

Communication strategy, if applicable: *N/A*

How do you involve stakeholders?: *communication via social media platforms.*

**Challenges experienced:**

Identification and short description of the main challenges faced: *Development and promotion of socially appropriate action strategies for the target groups, regardless of their socio-economic, cultural and socialization-related background, for better integration into society.*

**Recommendations and lessons learned:**

Main recommendations: *intensive networking with district politicians and other stakeholders in order to achieve systemic improvement and functioning integration of the target groups in their interest*

Main lessons learned: *the integration and involvement of the target groups in social development processes can only work if socialization-related problems are dealt with with the involvement of individual resources. Thus, a common social value and attitude system can be worked on.*

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**Grenoble-Alpes Métropole. Description of the city:**

Short description about city's migration situation : *Grenoble-Alpes Métropole is a historical territory of immigration. Every year, around a thousand newcomers with legal status arrive in the cities of the Metropole. That number does not include the asylum seekers, but only beneficiaries of international protection (refugees and subsidiary protection), people with permit for family reasons and people with a permit for professional reasons. Moreover, in 2022, in the department of Isère, where the Metropole is located, around two thousands of permit have been delivered to Ukrainian people who were granted temporary protection.*

Challenge that the city is facing in the integration and inclusion area : *Grenoble-Alpes Métropole territory is a very rich territory in the field of migrant and refugees integration with many stakeholders of different nature. These stakeholders don't necessarily know each other, and therefor don't work with each other. The main challenge is to coordinate these numerous stakeholders and to make them work together in a way that benefits refugees and migrants for the better.*



Main elements characterizing the city strategy in the field of migrant and refugees integration : *Grenoble-Alpes Métropole has an official integration policy since 2019 and the signature with the French State of the territorial integration contract. The integration policy is a global one, covering all of the fields of integration: housing, physical and mental health, fight against discrimination, sport, culture and leisure, with a specific focus on employment and training.*

**Best practice 1: CTAI (Contrat territorial d'accueil et d'intégration)**

**Identification phase:**

The objective is to obtain a general idea of the initiative.

Identification of the area of best practice: *Coordination of the integration stakeholders, housing, formation and employment, health, culture, sport, fight against discriminations.*

Link, if applicable: <https://www.grenoblealpesmetropole.fr/336-l-accueil-des-refugies.htm>

Name of the best practice, if applicable: *Contrat territorial d'accueil et d'intégration (CTAI)*

Challenge/s addressed : *The main challenge of the territorial integration contract is for Grenoble-Alpes Metropole to take up the role of territorial leader in the field of integration and to coordinate all of the stakeholders working in the integration field in order to have a coherent policy in this thematic. In order to do that, the Metropole not only have to create and lead a network of professional, but also to identify the lacks of the territory in the integration fields, and to promote new actions that would help improve the integration policy and the life of migrants.*

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Duration of the initiative: *1 year, renewed every year since 2019.*

Identification of stakeholders involved, if applicable (200): *In 2023 : Grenoble-Alpes Métropole with financial support of the State, Big Bang Ballers, Ligue de l'enseignement, Le Caméléon, L'Oiseau Bleu, AFPA, Tero Loko, Mutualité française de l'Isère, ADATE, Unis-Cité, ALPES, IFRA, IREPS, ECLAT.*

Description of the initiative : *First of all, we had to do a local diagnostic of what was already done on the territory, and what was lacking. Networking was the second step: organizing a local steering committee, regular meetings and work groups on different topics. Then we have to chose every year what actions we're going to promote. So far, it has been: French trainings, actions in health care, mental health, sport, leisure, housing for youth, and professional training for women for example...*

Was the best practice systematized? (yes/no): *Yes, it continues every year since 2019.*

**Identification of results:**

Please, mention below the main objectives obtained. Indicate both qualitative and quantitative, if applicable.

Main results obtained that impact directly or indirectly on the immigrant or refugee people . *Through the diagnostic and networking realised as part of the CTAI, we succeeded in making refugees' social journey more coherent and integrated, without break in course. Since 2019, we had around 500 people benefiting from the actions funded by the CTAI.*

**Communication, stakeholders and immigrant/refugee population:**

Please, indicate below the main actions of communication implemented as well as the way you involved stakeholders and immigrant and refugee population.

Communication strategy, if applicable : *At the beginning, forms about local actions were made to encourage the acquaintance between stakeholders. Then a catalogue of the actions funded in the CTAI was launched.*

How do you involve stakeholders? : *Through a call for proposals launched by Grenoble-Alpes Métropole, and with public tenders? Grenoble-Alpes Métropole also coordinate a certain amount of meeting among which a yearly steering committee, several technical committee, and monthly meeting where the stakeholders can introduce their actions to the others stakeholders.*

How do you involve immigrant/refugee population : *At first, immigrant and refugee population was only involved through the speech of the associations and social workers accompanying them. In 2022, part of the CTAI budget was allocated to launching the AGORA, our panel of refugees for participation.*

**Challenges experienced:**

Description of the main challenges faced during the implementation of the best practice.

Identification and short description of the main challenges faced : The main challenges were first of all to identify the most exhaustive list possible of the stakeholders of the territory, and then to convince them to join in the process. Since the CTAI is led by the insertion and employment service at the Metropole, it was also a challenge to work in a transversal way with all the others services on other fields.

### Recommendations and lessons learned:

Please, indicate below the main recommendations you would like to share with a city that is interested in put place the same best practice:

Main recommendations : *To organize meetings between the stakeholders in order to create acquaintance, to designate specific interlocutors in each structure in order to facilitate communication and work.*

Main lessons learned : *The need to improve transversality, mainly with the housing department and stakeholders working in this field; a better acquaintance facilitate the quality of refugees' integration process.*

### Best practice 2: RISING Program

#### Identification phase:

The objective is to obtain a general idea of the initiative.

Identification of the area of best practice: *Training and employment*

Link, if applicable: <https://www.grenoblealpesmetropole.fr/336-l-accueil-des-refugies.htm>

Name of the best practice, if applicable: *RISING Program*

Challenge/s addressed : *The challenge was to build a complete, coherent and reinforced policy for employment and training for refugee population on the territory, addressing the specific needs in support, language, professional training, mobility, and with specific consideration towards youth and women.*

Duration of the initiative: *3 years (2020 – 2023)*

Identification of stakeholders involved, if applicable (200): *In 2023 : Grenoble-Alpes Métropole, L'Oiseau Bleu, Mission Locale de Grenoble, AFPA, Ecole de la 2ème chance, Université Grenoble-Alpes, Relais Ozanam, Simplon, IREPS, ADIE, Wimoov, ALPES, IFRA, Weavers. With financial support of the State.*

Description of the initiative : *We tried to implement the most complete employment and training strategy towards refugees so we had a reinforced support by social workers specialized in that field, French trainings, professional trainings, French and cultural training in the University in order to join a classic degree in France, support in entrepreneurship, specific support for youth, mobility training, training for French teachers, language evaluation...*

Was the best practice systematized? (yes/no): *Yes during 3 years but the fundings are coming to an end this year.*

#### Identification of results:

Please, mention below the main objectives obtained. Indicate both qualitative and

quantitative, if applicable.

Main results obtained that impact directly in the immigrant or refugee people . *Around 800 people have been or are still beneficiaries of the RISING Program since 2020. Around 45% of the beneficiaries of one of the actions of the RISING program have found a job or a professional training. Their integration process in employment and training have been facilitated by all the stakeholders involved working together, aiming not only at finding work or training but also working on peripheral barriers to employment such as mobility, language, childcare...*

**Communication, stakeholders and immigrant/refugee population:**

Please, indicate below the main actions of communication implemented as well as the way you involved stakeholders and immigrant and refugee population.

Communication strategy, if applicable : *A common actions catalog with the CTAI.*

How do you involve stakeholders? : *The stakeholders of the RISING project are part of a consortium led by Grenoble-Alpes Métropole. The consortium have jointly responded to a call for proposals of the State in 2019. Each of the consortium member have to participate to the annual steering committee and to the several technical committee.*

How do you involve immigrant/refugee population : *At first, refugee population was only involved through the speech of the associations and social workers accompanying them. In 2023, we are doing an evaluation of the RISING program with the participation of a consultant firm who is doing a survey towards the beneficiaries of the RISING program, in order to imagine an improved version of the program. So the refugee population is mostly involved in the evaluation process.*

**Challenges experienced:**

Description of the main challenges faced during the implementation of the best practice.

Identification and short description of the main challenges faced : *The main challenges were first of all to identify the most exhaustive list possible of the stakeholders of the territory, and then to convince them to join in the process. Another challenge was also to involve stakeholders who were competent in different areas of employment, training, and peripheral barriers to employment.*

**Recommendations and lessons learned:**

Please, indicate below the main recommendations and lessons learned you would like to share with a city that is interested in put place the same best practice:

Main recommendations : *To organize meetings between the stakeholders in order to create acquaintance, to designate specific interlocutors in each structure in order to*



*facilitate communication and work, to have times and spaces when social workers can express their difficulties.*

Main lessons learned : *A better acquaintance and coordination between stakeholders facilitate the quality of refugees' integration process; a reinforced support in the field of employment is very needed for refugees, not only at the beginning of their integration process but during several years after their arrival.*

### **Best practice 3: AGORA**

#### **Identification phase:**

The objective is to obtain a general idea of the initiative.

Identification of the area of best practice: *Refugees' participation*

Link, if applicable:

Name of the best practice, if applicable: *AGORA*

Challenge/s addressed :

*To evaluate current initiatives and actions towards refugees and to draft a proposal for future funding for refugee programs.*

Duration of the initiative:

*18 months.*

Identification of stakeholders involved, if applicable (200):

*Local partners of the RISING project and the CTAI (French government contract with the Métropole).*

Description of the initiative :

*Through UNITES, Grenoble Alpes Métropole launched a sixteen-member participatory refugee panel (AGORA, Grenoble-Alpes Métropole Academy for Refugee Participation) at the end of March 2023. The panel will assess the metropolitan policies of the Contrat Territorial d'Accueil et d'Intégration (CTAI) and the Rising program, as well as communication/information to the public concerned, with the aim of formulating recommendations by December 2023 for changes to the territory's reception offer.*

8. Was the best practice systematized? (yes/no): *Not yet.*

#### **Identification of results:**

Please, mention below the main objectives obtained. Indicate both qualitative and quantitative, if applicable.

Main results obtained that impact directly in the immigrant or refugee people .

*We don't have any results yet, the AGORA was recently launched and is currently working independently on a feedback of our current CTAI and guidelines for project selections.*

**Communication, stakeholders and immigrant/refugee population:**

*Please, indicate below the main actions of communication implemented as well as the way you involved stakeholders and immigrant and refugee population.*

Communication strategy, if applicable :

*To set up the panel at the end of January, a monitoring committee composed of Grenoble Alpes Métropole's partner associations was set up to think about and evaluate the panel's recruitment and implementation. In February, all the recruitment materials were reviewed by the committee, translated into five languages (Pashto, Dari, Arabic, English, Ukrainian), simplified and made visual by the participation service intern, as well as in video format to facilitate the direct appropriation of the communication materials by the wide variety of refugee populations targeted.*

How do you involve stakeholders? :

*We have a steering committee of our current RISING/ CTAI partners.*

How do you involve immigrant/refugee population :

*The AGORA is meant to represent refugees' voices, so a work group has been set up to "survey" the population's opinions/ ideas about the current state of refugee reception in Grenoble Alpes Métropole.*

**Challenges experienced:**

Description of the main challenges faced during the implementation of the best practice.

*The AGORA is set up of a wide variety of refugee profiles with different languages and cultures. Most have never experienced participation, and working in groups. The challenge was to explain the system and to get organized within the groups so as to leave them room*

Identification and short description of the main challenges faced :

Recommendations and lessons learned:

Please, indicate below the main recommendations you would like to share with a city that is interested in put place the same best practice:

Main recommendations :

Main lessons learned:

**Participatory methodology:**

Please, in order to facilitate the preparation of the report capacity building activities, indicate overall city approach to citizens participation and methodologies applied by your city or other cities you know that could be adapted to the rules of the Policy Lab.

Description of the general citizens participation approach at the city level

*Grenoble Alpes Métropole has implemented a policy of citizen participation based on several axes:*

- *1st axis: share and steer the Metropole's citizen participation policy*
- *2nd axis: contribute to building a Metropolis of solidarity and proximity*
- *3rd axis: strengthen the role of citizens in the development, monitoring and evaluation of metropolitan projects and policies*
- *4th axis: develop the operation of public services through the participation participation*

*A territorial participation network has been set up, enabling communes, associations and the associations and the Metropolis, to share issues, questions and approaches to citizen in order to build a territorial learning space on these issues.*

*As a mirror image, a group of "participation referents" was created within departments. It brings together agents who train, help each other and carry out initiatives involving stakeholders and citizens.*

Description of methodology(ies) applied at city level (700)

Today, 300 people are involved in the Metropole's participative bodies:

- *the Development Council, which is consulted by the President of the Metropolis on major social issues, leads public debates and advises departments and elected advice to departments and elected representatives; over twenty opinions and public debates organized since 2015;*
- *within the Consultative Commission for Local Public Services, which issues mandatory on public service delegations, with a view to ensuring the quality of metropolitan quality of metropolitan public services;*
- *within the Water, Waste and Energy Users' Committee, to which has been added the Cogémapi (management of aquatic environments and flood protection);*

- as well as within the 10 citizens' councils (*conseils de citoyens politique de la ville*) in popular jointly run by the local authorities and the Métropole:
- the AGORA body for refugee participation

## 7. Other best practices known:

1. Name of the good practice: *“Curing the Limbo” Programme in Athens*
  - 1.1. Short description: *It helped adult refugees to become socially active towards their transition to an autonomous life.*
  - 1.2. Link: <https://curingthelimbo.gr/en/home>
  
2. Name of the good practice: *The establishment of the Municipal Youth Council in the Municipality of Larissa*
  - 2.1. Short description: *Young participants get familiarized with decision-making processes promoting social justice.*
  - 2.2. Link: <https://www.cnigreece.gr/en/best-practices/municipal-youth-council-larissa/>
  
3. Name of the good practice: *The Emergency Service Mapping of the Athens Coordination Centre for Migrant and Refugee Issues (ACCMR), Athens*
  - 3.1. Short description: *Emergency service mapping through a digital platform for beneficiaries’ effective access to services.*
  - 3.2. Link: <https://www.cnigreece.gr/en/best-practices/the-emergency-service-mapping-of-the-athens-coordination-centre-for-migrant-and-refugee-issues-accmr-athe ns/>
  
4. Name of the good practice: *changemakers*
  - 4.1. Short description: *The ‘Minderhedenforum’ initiated the Changemakers project in January 2012. For three years and with a team of 11 people, the project was active locally in six Flemish regions.*

*Within each region, tailored to the local context, more and better participation and diversity in consultation was worked on. There was an active search for Changemakers,*

*people with a migration background who wanted to bring change to their street, neighbourhood, school or city. People who wanted to make their voices heard and influence policy. Depending on the needs, requirements and questions of the changemakers, Minderhedenforum organised training programmes and offered customised support. Together with them, they tried to look for opportunities for more participation and diversity in consultative structures.*

4.2. Link [www.changemakers.be](http://www.changemakers.be)

5. Name of the good practice: *BAMBINO CITTADINO (CITIZEN CHILD)*

5.1. Short description: *Every year Modena gives the honorary citizenship to migrants children who have completed in Modena the 5 years of primary school (from 6 to 10 years old). For the teachers of school classes in which these children are, is offered a training on values and rights of citizenship.*

5.2. Link: *N/A*

6. Name of the good practice: *FESTIVAL DELLA MIGRAZIONE (MIGRATION FESTIVAL)*

6.1. Short description: *The Festival organizes meetings, debates, books presentation, workshops, exhibitions and performances.*

6.2. Link: <https://www.festivalmigrazione.it/>

7. Name of the good practice: *SPORT OLTRE LA CRISI (SPORTS BEYOND THE CRISIS)*

7.1. Short description: *Modena supports families in economic difficulties in order to let children do sports. The initiative is open to all families, but almost half the beneficiaries are children with migratory background.*

7.2. Link: *N/A*

8. Name of the good practice: *S.I.A.MO. SISTEMA PER L'INTEGRAZIONE E L'ACCOGLIENZA A MODENA (INTEGRATION AND HOSPITALITY SYSTEM IN MODENA.*

8.1. Short description: *It was an European project in 2017/2018. The project has improved some services offered in Modena through the experimentation of innovative and multimedia forms of communication, integrated civic and linguistic education courses and has created a network for the integration and qualification of public services*

*offered to migrants. Some of the experiences and implementation have remained in the city offer.*

8.2. Link: <https://memoesperienze.comune.modena.it/siamo/index.html>

9. Name of the good practice: Project Ananas / Altochtonenvandetoekomst,

9.1. Short description: *From 2017 to 2017 Vluchtelingenwerk Vlaanderen worked with a group of 40 youngsters that fled to Belgium and organised activities together about the rights of refugees. They organised events, gave lectures at conferences, gave trainings and talked to politicians about their recommendations. Their stories and experiences are published on a blog: Altochtonenvandetoekomst,*

9.2. Link: <https://altochtonenvandetoekomst.com/>

10. Name of the good practice: Making online participation local.

10.1. Short description: *The City formulated conditions for effective participation which include checking the extent to which changes are possible, a low threshold to participate, and explaining what will happen with the results. Within six years the voices of 20,000 children and youngsters in Antwerp were heard in 120 projects.*

10.2. Link:

<https://innovationinpolitics.eu/showroom/project/making-online-participation-local/>

11. Name of the good practice: Children Zones

11.1. Short description: *The concept of a children's zone was inspired by the Harlem Children's Zone, a defined area of roughly 100 blocks in New York. The core principles have since been replicated elsewhere. Children's zones typically focus on a disadvantaged urban area, giving holistic, whole life support.*

11.2. Link: <https://www.onderwijsnetwerkantwerpen.be/nl/onderwijsnetwerk-antwerpen-0/area-2020-1>