



Deliverable

D3.2 Collection of the Policy Recommendations emerging from each local Policy Lab

Deliverable Responsible:	International Institute of Humanitarian Law (IIHL)
Deliverable due date:	31/01/2024
Actual submission date:	31/01/2024
Version:	Final



The project has received the financial contribution of the *Asylum, Migration and Integration Fund (AMIF)* under the Grant Agreement number: 101038620 — MUST-a-Lab — AMIF-2020-AG.

Index

1. Introduction.....	2
2. The Policy Recommendations emerged from the six Policy Lab cycles	3
2.1. Fuenlabrada (Spain)	4
2.2. Grenoble Alpes Métropole (France)	10
2.3. Livadia (Greece).....	15
2.4. Mechelen (Belgium).....	19
2.5. Modena (Italy).....	22
2.6. Vienna (Austria).....	27
3. Final Remarks	34

1. Introduction

In an era marked by increasing global mobility and cultural diversity, fostering inclusive societies has become a pressing challenge for governments and communities worldwide. The MUST-a-Lab project, funded by the European Commission Asylum, Migration and Integration Fund, has taken up this challenge by empowering migrants and stakeholders to co-create inclusive policies for their cities. At the heart of MUST-a-Lab lies the groundbreaking Policy Labs methodology, a participatory approach that brings together individuals from diverse backgrounds to collaboratively identify, analyse, and address key challenges related to migrant integration and inclusion. These inclusive spaces - mediated by ad hoc trained facilitators - provide a safe environment for participants to share their experiences, perspectives, and insights, fostering a deeper understanding of the complex issues at hand. In the case of MUST-a-Lab, the composition of Policy Labs reflected the aim of the project: indicatively one third of third country nationals, one third of representatives of local policy makers and administrators, one third of other stakeholders, typically belonging to education institutions and civil society.

The MUST-a-Lab project involves six cities across Europe, each with its unique socio-cultural context and unique set of challenges: Modena, Italy; Livadia, Greece; Mechelen, Belgium; Vienna, Austria; Grenoble Alpes Métropole, France; and Fuenlabrada, Spain. This tapestry of settings allowed for the development of tailored Policy Recommendations that are sensitive to the specific needs and priorities of each city, ensuring that the proposed solutions are locally relevant and effective. With high expectations for the transformative power of citizen engagement, MUST-a-Lab aims to ignite a wave of change through the implementation of its Policy Labs, by accompanying the partner cities in the permanent embedment of this participatory democratic approach in their legislative process. By empowering migrants and stakeholders to become active agents of change in their own communities, the project seeks to instil a sense of ownership and responsibility among individuals, fostering a deeper commitment to creating more inclusive and equitable societies.

The MUST-a-Lab project stands as a proof to the transformative power of citizen participation and collaborative problem-solving in creating more inclusive cities. As the project will conclude its journey at the end of 2024, the consortium is going to focus on ensuring that its legacy will live on in the hands of the cities and communities that have embraced its vision. Many more will be invited to join the Policy Labs network in the occasion of the dissemination and multiplying events and initiatives that will take place during the last year of MUST-a-Lab.

2. The Policy Recommendations emerged from the six Policy Lab cycles

An important step of the MUST-a-Lab journey consists in the participatory formulation of comprehensive Policy Recommendations, blueprints for creating more inclusive cities that embrace diversity and promote social cohesion. Recognizing the importance of testing and refining policy ideas before their formal adoption, the MUST-a-Lab project fostered the conduct of small-scale pilots or micro-experiments - from April to November 2023 - of the proposals collected during the first two gatherings of the Policy Lab, held between December 2022 and April 2023¹. These experiments provided invaluable insights into the feasibility and impact of proposed policy approaches, allowing for further improvement and refinement of strategies. Through this iterative process, the project strived to ensure that the Policy Recommendations that emerged during the third and last Policy Lab - held in each city between October and December 2023- are evidence-based and grounded in practical experience. This genesis process also explains why the recommendations presented below are not completely standardised in their form, in spite of following a proposed common syntax. In fact, some cities have preferred to directly relate their recommendation to the experiments, which are described as an introduction to the main recommendation sentences.

The MUST-a-Lab consortium is pleased to present the set of Policy Recommendations that were approved by the Policy Labs in Fuenlabrada, Grenoble Alpes Métropole, Mechelen, Modena, Livadia and Vienna, as structured by the six partner cities.

¹ A peculiar case, in terms of Policy Labs implementation timeline, is the one of Grenoble Alpes Métropole, that joined the MUST-a-Lab project in May 2023: the Métropole put a great effort in carrying out its first and second Policy Labs – including a Preliminary Workshop for migrants and grassroots stakeholders - between June 19 and September 16, 2023, while its micro-experiments were conducted between the end of September and the 15th of December, 2023

2.1. Fuenlabrada (Spain)

RECOMMENDATION 1: Create an innovative structure for formal citizen participation.

In order to address a specific problem identified in the first phase of the PL

This recommendation was drafted in response to one of the main problems identified during the implementation process of the different Policy Labs, and the launch of the M-E was:

1. The need to position the racialised and/or migrant-descendant population in a leading role within decision-making in public spaces.
2. The need to involve the racialised and/or migrant-descendant population in the construction of their own initiatives.

And to produce one or more specific improvements for

1. Directly, it is the members of the MUST-FuenLab group themselves who will continue to hold a leading position in political decision-making.
2. Indirectly, the rest of the young population, especially the racialised population and/or those of migrant descent, makes it possible to progressively increase the participation of the target population in the participation actions implemented through this new participation structure in collaboration with other participation structures.

The recommendation will bring the following improvements for the target group:

1. Overall improvement of public policies, as well as different actions implemented by Fuenlabrada City Council.
2. To give continuity to the participatory space of intercultural influence, generated during the M- E process through the creation of the MUST-FuenLab group, which will continue to implement actions within the municipality.
3. Provision of a new space for participation that maintains an intercultural vision in a cross- sectional way in the initiatives and participatory actions that are developed in the municipality of Fuenlabrada.
4. Creation of a space that recognises and values cultural diversity regardless of the ethical, religious, linguistic, or other cultural characteristics of the members.

It is recommended, based on the following experimentation results:

To answer these questions, during the M-E process, the MUST-FuenLab group was set up:

1. The MUST-FuenLab group consisted of 11 young participants of the Policy Labs, who had different origins and cultural backgrounds.

2. This group collaborated in the implementation of different spaces for participation such as the Debate Labs organised by the Table for Coexistence, or the Youth Plenary organised by the Youth Council of Fuenlabrada.
3. At the same time, during the M-E process, they launched the campaign to collect youth proposals "I participate, and you, do you dare to participate?"

This recommendation stems from the following outcomes of the M-E process:

1. Positive impact on M-E outcomes, as a consequence of positioning the young population in a leading role within decision-making on those major issues that affect them.
2. One of the main success factors of the whole M-E process has been that the participants themselves have been the ones to implement all the actions that make up this process.
3. Increased sense of belonging and reference within the actions implemented in the municipality of Fuenlabrada.
4. Some of the negative results were the need to readapt the times of the actions to the organisational needs of the participants, making it difficult on some occasions to coordinate the times of the administration with the times of the target population.

It is recommended:

Establish an innovative structure for formal citizen participation to advise and collaborate in the design of lines of action for public policies from an intercultural perspective.

That target authority and others at the same or other institutional level undertake the following initiative:

To give continuity to this structure, it is necessary to establish a series of collaborations with the different entities and associations in the area that will facilitate the implementation of the recommendation:

1. The Fuenlabrada City Council should support this structure with material and economic resources that will allow it to function. Once formally constituted, this participatory structure will be eligible for public subsidies.
2. Participation structures such as the Table for Coexistence and the Youth Council should go hand in hand with this innovative participation structure, promoting spaces for collaboration, and allowing them to adapt their initiatives to the recommendations established by this new structure generated by the MUST-FuenLab group.

RECOMMENDATION 2: Implement new spaces for co-governance.

In order to address a specific problem identified in the first phase of the PL

This recommendation was drafted in response to one of the main problems identified during the implementation process of the different Policy Labs, and the implementation of the M-E was:

1. Creation of an intermediate space of relationship between the administration and the target population (racialised population and/or of migrant descent).

2. The organisation of meetings with political representatives to create spaces for co-governance where different actors participate in decision-making and the collaborative management of different public affairs.

And to produce one or more specific improvements for

The target audience of this recommendation will be the young population of the municipality of Fuenlabrada, especially the racialised population and/or those of migrant descent.

The recommendation will bring about the following improvements for the target group:

1. Continuing to directly influence the public policies that are implemented in the city of Fuenlabrada.
2. Representation of the racialised and/or migrant-descendant population within the spaces of co-governance. These spaces will ensure a diverse representation of the racialized population, using as a model the distribution used in the implementation of the Policy Labs in Fuenlabrada.

It is recommended, based on the following experimentation results:

This recommendation arises from the following positive outcomes within M-E:

1. Generating spaces where the racialised population and/or those of migrant descent are in a position of political and social influence, positions them in the need, and at the same time, in the commitment to continue working in these spaces.
2. In the campaign "I participate, and you, do you dare to participate?", it was observed that around 70% of the young people who participated in the campaign indicated that they wanted to have opportunities to meet with political representatives.
3. Some of the results to re-evaluate is the need to set up these spaces in an informal and/or digital way, since in the youth participation survey more than % of the young people indicated the desire to be consulted through social networks and surveys.

It is recommended:

- Continue with the implementation of formal participation spaces for young people to express their ideas and concerns. Some of the activities that are recommended to be implemented to give shape to this recommendation are:
- Set up discussion and participation forums through digital spaces via online participation platforms that allow for the channelling of demands and proposals for participation.

That target authority and others at the same or other institutional level undertake the following initiative:

1. Implementation of forums or spaces similar to the Policy Labs methodology, organised by Fuenlabrada City Council in collaboration with the new youth participation structure formed from the MUST-FuenLab group. Some of the issues highlighted in the survey during the M-E process are: cultural diversity, citizen participation, mental health;
2. To give continuity to the Youth Plenary organised by the Fuenlabrada Youth Council.

RECOMMENDATION 3: Incorporate new communication and dissemination mechanisms to increase the reach of the publications, actions and initiatives promoted by Fuenlabrada City Council and its different projects.

To address a specific problem identified in the first phase of the PL

This recommendation was drafted in response to one of the main problems identified during the implementation process of the different Policy Labs, and the implementation of the M-E was:

1. Existence of communication barriers between the administration and the youth population in a bidirectional way.
2. Difficulties in the transmission of information between the municipality's services and entities.
3. Lack of attraction for social networks or the content of the administration's profiles.
4. Lack of identification of the young population with the municipal image/logo.

And to produce one or more specific improvements for:

The target audience of this recommendation will be the young population of the municipality of Fuenlabrada, especially the racialised population and/or those of migrant descent.

The recommendation will bring about the following improvements:

1. Use of language that recognises, respects and is sensitive to linguistic diversity.
2. Improving the reach of the administration's publications, and as a consequence increasing the participation of the target population in the different actions.

It is recommended, based on the following experimentation results:

During the M-E process, the MUST-FuenLab youth group developed communication actions within its collaboration with the Table for Coexistence and the Youth Council of Fuenlabrada.

This recommendation stems from the following positive results within M-E:

1. Increased reach of the publications as they are designed for a population similar to the target audience.
2. Follow-up of a high number of people on the Instagram social network created by the MUST- FuenLab group.
3. Increased reach of the publications with the use of images, videos, reels, and creative hashtags.

Some of the results are to be re-evaluated, adapting the timing of publications to the time of use of social networks. It has been seen that launching actions a long time in advance reduces the interest of the population in participating in them.

It is recommended:

1. Develop a protocol of recommendations for communication and dissemination.
2. To develop a Podcast as a way of transmitting information on activities carried out by Fuenlabrada City Council.
3. Design of an image that identifies the activities aimed at young people within the different areas of the city council.

That target authority and others at the same or other institutional level undertake the following initiative:

In order to put these recommendations into practice, it is recommended:

1. To count on the collaboration of the communication area of Fuenlabrada City Council, who is familiar with the criteria used in the administration's communication in order to put this recommendation into practice in an effective manner.
2. For the implementation of the Podcast, it is recommended to count on the Department of the Fuenlabrada City Council, which has the necessary resources to implement this recommendation.

RECOMMENDATION 4: Generate spaces and training sessions.

In order to address a specific problem identified in the first phase of the PL

This recommendation was drafted in response to one of the main problems identified during the implementation process of the different Policy Labs, and the start-up of the M-E was:

1. Lack of skills or tools that enable participation actively.
2. The demand for spaces where to address specific needs and problems.

And to produce one or more specific improvements for

The target audience of this recommendation will be the young population of the municipality of Fuenlabrada, especially the racialised population and/or those of migrant descent.

The recommendation will bring about the following improvements:

1. Overcome barriers that may limit the participation of the racialised population and/or those of migrant descent in community decision-making processes.
2. Increase the possibilities of training actions aimed at the knowledge of skills and capacities for participation.

It is recommended, based on the following experimentation results:

During the M-E process, the MUST-FuenLab youth group was able to verify, within its M-E process in the collaboration in the implementation of the Youth Plenary, the Debate Labs and the participation survey, some issues related to the need for training and capacity building.

This recommendation stems from the following positive results within the M-E process:

1. In the Debate Labs, it was observed that the creation of training and debate spaces on

topics of interest to the racialised population and/or those of migrant descent increased their participation in them.

2. Having references for the racialised population and/or those of migrant descent increases their participation and helps the process of cultural hybridisation.
3. In the participation survey "I participate, and you, do you dare to participate?" some of the participants pointed out that sometimes their participation was limited due to a lack of participation skills or tools.
4. During the implementation of the Youth Plenary, the need to increase training actions aimed at the knowledge of participation skills and capacities was highlighted.

One of the results to be re-evaluated when implementing the actions is to adapt the times to the target population's time of interest. It has been verified during the M-E that the follow-up time of young people to an action is reduced in most cases.

It is recommended:

1. To set up training sessions that promote skills for citizen participation.
2. To set up workshops on issues relevant to the racialised population and/or those of migrant descent.
3. To set up workshops on issues of interest to young people: mental health, housing, training, and volunteering.
4. To set up awareness-raising workshops for public employees.
5. To set up micro-learning sessions through social networks (learning pills).

That target authority and others at the same or other institutional level undertake the following initiative:

In order to implement these recommendations, it is recommended that:

1. The implementation of training actions for citizen participation is recommended to be implemented through collaboration between the new participation structure resulting from the MUST-FuenLab group, the Fuenlabrada Youth Council and the Fuenlabrada City Council.
2. For the implementation of workshops on issues relevant to the racialised population and/or those of migrant descent, we recommend collaboration between the new participation structure resulting from the MUST-FuenLab group and the Fuenlabrada Table for Coexistence, taking advantage of the experience and knowledge of this organisation to design workshops or small training sessions, through the co-design of content, speakers and programmes.
3. For the implementation of specific training on topics of interest to the target population, it is recommended to count on the collaboration of entities, resources and programmes such as: the Department of Social Welfare of the Fuenlabrada City Council, the Youth Centre for Health Orientation (CEJOS), the Training and Employment Centre (CIFE) and any other project, entity or resource that is assessed during the implementation of the recommendation.
4. For the training sessions for public employees, it is recommended to count on the collaboration of the Department of Social Welfare and the Intercultural Mediation Service (SEMI).

2.2. Grenoble Alpes Métropole (France)

It was decided that the reception policy recommendations should be guided by common principles:

- Reception policies should always reflect the views of all of the local stakeholders;
- Associations and volunteers play an essential role in welcoming newcomers, alongside institutional actors;
- Communication and cooperation between institutions and associations is an essential component of reception policy making.

RECOMMENDATION 1: The newcomers' Guide.

In order to address a specific problem identified in the first phase of the PL

The opacity of procedures is a problem for newcomers. The information given is different depending on structures and people who help migrants: the result is that not everyone has the same information.

And to produce one or more specific improvement for

« Primo-arrivants » but also all migrant inhabitants, regardless of legal status and origin
Local actors who might need to provide the information at reception desks or other

It is recommended, on the basis of the following experimentation results

The survey evaluation of the need for migrant/ institutions/ associations
The team evaluation of the lack of information identified in existing guides
The validation of a panel of “beneficiaries” of a “table of content” that comprises the identified missing information

That

A guide should be provided on a local level, with the need:

- to develop the content of the guide with local associations and partners

- to develop the guide in various forms (paper, online and as an application)
- to translating the content into different languages, images and audio versions

The target authority 'and others at the same or other institutional level undertake the following initiative

The metropole should provide funding and coordinate the initiative, in collaboration with the MUST-A-Lab team comprised of local actors and representatives of the AGORA.

RECOMMENDATION 2: Training reception staff in public services to welcome migrants

In order to address a specific problem identified in the first phase of the PL

Public service reception agents need training in what it means to welcome migrants.

And to produce one or more specific improvement for

Newcomer foreigners (« Primo-arrivants ») but also all migrant inhabitants, regardless of legal status and origin.

Local public service reception employees or anyone who is in the positioning of receiving migrant inhabitants.

It is recommended, on the basis of the following experimentation results

The evaluation of a round-table discussion (talking circle), led by Médecins du Monde volunteers, that was held with 17 professionals, including receptionists, psychologists, doctors, social workers and a project manager and the evaluation by the ME group

That

The metropole should coordinate the following initiatives:

- Organize round-table discussions (“talking circles”, following the Integrative Community Therapy -ICT- method) for professionals and volunteers as a local training offer
- Liaise with the MDH Centre-ville, which already offers a similar mixed program (professionals and non-professionals) and with the CLSM (Local council for Mental Health)
- Promote the dissemination of the method of “talking circles” for professionals (NGOs and public administrations)
- Survey public service receptionists to assess their training needs in dealing with receiving migrants .

The target authority and others at the same or other institutional level undertake the following initiative

The metropole should provide funding and coordinate the initiative, in collaboration with the MUST-A-Lab team comprised of local actors and migrant inhabitants who took part in the experiment.

RECOMMENDATION 3: Job mentoring

In order to address a specific problem identified in the first phase of the PL

Migrant workers have difficulty finding a job/training and understanding employment/ the work environment in France.

And to produce one or more specific improvement for

«Primo-arrivants» but also all migrant inhabitants who have a work permit

It is recommended, on the basis of the following experimentation results

An evaluation (in the form of a meeting) was conducted on the following three phase experiment: 1) Constitution of a sponsor group via the networks/communities of participants in the laboratories and regular group meetings (constitution of a very large group) 2) Identification of sponsors via the network of inclusive companies 3) Pairing up of mentors and applicants

That

The metropole should:

- Set up a coordination position for the mentoring program
- Promote the program widely
- Recruit sponsors from the corporate network
- Involve community stakeholders in finding candidates/mentors
- Liaise with the university

The target authority 'and others at the same or other institutional level undertake the following initiative

The metropole should provide funding and coordinate the initiative, in collaboration with the MUST-A-Lab team comprised of local actors and migrant inhabitants who took part in the experiment.

RECOMMENDATION 4: The House of Hospitality

In order to address a specific problem identified in the first phase of the PL

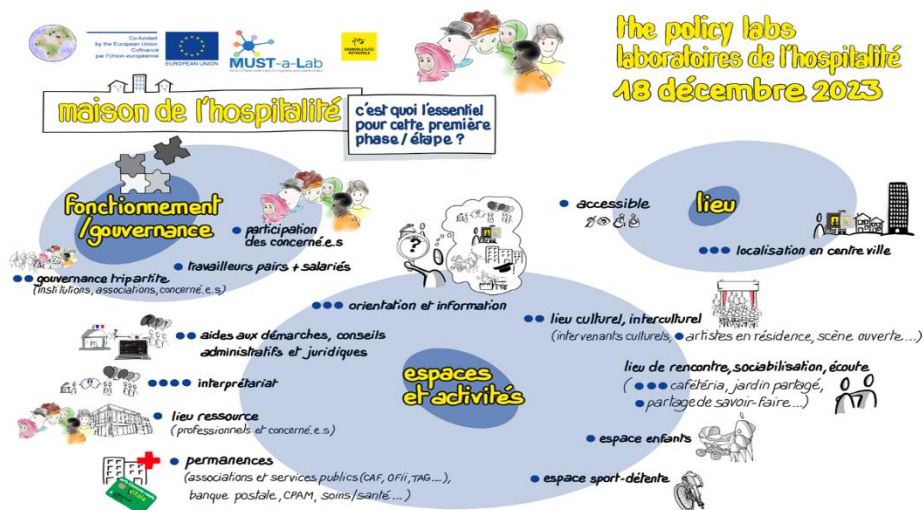
The difficulty for « Primo-arrivants » to find the information about procedures, language offers and access to rights, and the spread of services designed for migrants/ offers in Grenoble Alpes Métropole

And to produce one or more specific improvement for

« Primo-arrivants » but also all migrant inhabitants, regardless of legal status and origin
Local actors who need spaces in order to provide services

It is recommended, that

A House of Hospitality should be opened in two different phases, with the layout of the first phase here-below:



The target authority 'and others at the same or other institutional level undertake the following initiative

The metropole should provide funding and coordinate the initiative, in collaboration with the local actors and representatives of the migrant community, such as the AGORA

RECOMMENDATION 5: Other actions identified

In order to address a specific problem identified in the first phase of the PL

- Migrants have limited access to information and social rights.

- Migrants have little say in reception offers and policies.
- Migrants have limited access to language training, to housing/accommodation.
- Migrants' skills and foreign diplomas are difficult to recognize.
- Employment for women with children is difficult.
- Migrant children need better support.
- There are limited interpreting offers in social and healthcare settings.

And to produce one or more specific improvement for

«Primo-arrivants» but also all migrant inhabitants, regardless of legal status and origin

It is recommended that

Information should be made available concerning citizen housing initiatives, specific actions should be taken to develop childcare for migrant inhabitants, more initiative should be taken within companies to develop access to employment for migrants, more French courses should be made available to migrants. A variety of other actions were suggested but need to be refined in further workshops.

The target authority 'and others at the same or other institutional level undertake the following initiative

The metropole should work with local actors on trying to develop offers to provide services in the fields identified.

2.3. Livadia (Greece)

RECOMMENDATION 1: Improvement Of Skills (Digital And Vocational)

To solve the following problems identified in previous policy labs

- Language barriers and communication difficulties between the local administration and citizens with a migratory background which affected the participation of migrants in courses and activities.
- Migrants' access to online connectivity, digital devices, and skills.
- Lack of training and preparation for Greek Citizenship Exam.

To create an improvement for:

- People with a migratory background to make them more competitive in the labor market
- Services themselves to be able to use new media

Based on the micro-experimentation

Regarding tech-courses that were addressed to migrants and TCNs to improve their digital skills, which were considered successful

It is recommended

1. to the Municipality of Levadia to collaborate with the Directors of Primary and Secondary Education in Viotia to organize vocational and digital courses for TCNs and migrants (both in presence and online) to make them productive and fulfill their needs regarding their education and the improvement of their daily lives.
2. to the Municipality of Levadia to collaborate with the Directors of Primary and Secondary Education and provide lessons for the preparation of the Greek Citizenship Exam.

RECOMMENDATION 2: Informative sessions

To solve the following problems identified in previous policy labs:

- Lack of information about job opportunities and services provided in the area (such as

- the Job Center of the Municipality).
- Lack of information regarding educational opportunities.

To create an improvement for:

- People with a migratory background to get better access to information and services
- Services and stakeholders themselves to disseminate their work

Based on the micro-experimentation

regarding the creation of a Facebook group called “MUST-a-Lab Levadia” which listed fifty-two (52) members (stakeholders, decision and policy makers, migrants, TCNs, municipal officials and other interested parties):

It is recommended

- to the Municipality of Levadia to collaborate with Viotia Chamber of Commerce and Industry and plan meetings with TCNs, migrants, the mayor, decision and policy makers to inform them about job and educational opportunities in the area.
- to the Municipality of Levadia to build connections through informative sessions and stronger relationships with citizens.

RECOMMENDATION 3: Maintenance of the Facebook group “MUST-a-Lab Levadia”

To solve the following problems identified in previous policy labs:

- Decreased dissemination of information for migrants through communication channels
- Decreased dissemination of information about various courses, trainings, projects etc.
- Lack of networks and communities to share context and ideas

To create an improvement for:

- People with a migratory background to be part of a group and share thoughts, ideas, and information
- Municipal and public services, stakeholders, and other interested parties to inform citizens and be effective.

The micro-experimentation in Levadia was the establishment of a communication strategy with the aim to enhance the dialogue between migrants, TCNs and stakeholders through social media (creation of a Facebook group where reliable content about the four (4) study categories: Employment, Education, Healthcare, and Access to Public Services is posted)

Based on the discussions during Policy Labs with migrants, tcns and stakeholders and the micro-experimentation implemented in Levadia

It is recommended

- To the Municipality to assist with the maintenance of the already existing Facebook group “MUST-a-Lab Levadia” and include it in its official account in social media for all citizens and check it daily. Thus, the migrants may continue to be informed about public events and communicate directly with the Municipality.
- To the Municipality to assign the operation of this Facebook group to specialized personnel for its proper implementation and dissemination of information.

RECOMMENDATION 4: Formation of migrants’ councils and networks

To solve the following problems identified in previous policy labs:

- No teams or groups with representatives of migrant communities to address their problems and give the opportunity to municipal officials and public entities to talk with them and find solutions.
- Discrimination of vulnerable and migrant populations by services without addressing their needs and informing them about their entitlements.

To create an improvement for:

- People with a migratory background to achieve better social and economic outcomes and take initiatives to enhance various forms of connectivity.
- Municipal services to develop practical guidance and translate abstract principles into concrete action, considering the characteristics of groups and communities.

Based on the discussions during Policy Labs with migrants, tcns and stakeholders and the micro-experimentation implemented in Levadia

It is recommended

- To migrants and TCNs who took part in the Policy Labs to form networks, communities, or councils in which chosen migrants will be authorized and will represent all members of their network in the city’s council to play a key role in the decision-making process. It is necessary for them to know the purpose, main goals, and benefits they can claim with their involvement and empowerment as citizens. So, they should be reached out by municipal officials and voluntary associations and communities and be encouraged to work together and create these networks.
- To the Municipality to adopt a holistic approach dedicated to identifying creative approaches to make migrants and TCNs able to form communities and adapt to challenging situations.

RECOMMENDATION 5: improvement of provision of services to migrants

To solve the following problems identified in previous policy labs:

- Lack of Centers with trained personnel in migration and integration issues in the Municipality of Levadia.
- Communication issues with no trained staff in public services
- Lack of accessible service points

To create an improvement for:

- People with a migratory background who face problems with public services
- Services themselves who act up or are understaffed.

Based on the discussions during Policy Labs with migrants, tcns and stakeholders and the micro-experimentation implemented in Levadia

It is recommended

To the Municipality to assist with the formation of a Migrants' Integration Center and a Competent office and hire specialized personnel who will be able to communicate with migrants, be familiar with issues that they face, map their requirements, and have the knowledge of foreign languages to help them effectively. This will ensure better coordination in management of the services provided to them, remove barriers that exist and ensure that migrants and TCNs have better access to the services available.

2.4. Mechelen (Belgium)

MICRO-EXPERIMENT 1: ‘Make diversity visible at school during a full year’

In order address the fact that children with migration background often don’t really feel ‘at home’ in school, the experiment ‘Make diversity visible at school during a full year’ has been performed in an elementary school in Mechelen in the period September – November 2023.

- *Location:* Elementary school ‘De Spreeuwen’
- *Target group:* 5th and 6th grade of elementary schoole, 3rd grade pre-school
- *Activities:*
 - 5th en 6th grade: a birthday calendar was created and each week a different student gave a presentation (hobbies, family...). The students' stories were visualized in the classroom with pictures.
 - 3rd grade : each student brought some items from home in a small suitcase. Parents received letters in advance with the information about the suitcase and they receive additional clarification during personal interviews..
- *Positive effects:*
 - The students got to know each other better and they learned to get along better. They showed this in several ways, i.a. by giving more personalized compliments during ‘give a compliment day’.
 - The experiment gave rise to a new initiative: secret Santa.
 - The students felt recognized and appreciated (e.g. interest in Lingala - mother tongue of one of the students)
 - The students really liked seeing their pictures hanging (“This is what I talked about!”).
- *What made the experiment successful:*
 - Enthusiastic students and teachers
 - Bottom-up approach
 - Fits into the school visions and has strong links with other school initiatives
 - Continuity – the pictures were often referred to during class

Recommendations

1. Share the activity ‘Visible diversity’ as good practice
 - a. Via the schools in Mechelen
 - b. Via the city of Mechelen: communication channels, events
 - c. Via (online) info sessions
2. Share the activity ‘Visible diversity’ with the parents
 - a. Using the school’s communication channels: Facebook, school council, parents

council

- b. b. During conversations with individual parents

The goal is to get parents more involved in the activity.

3. Structurally embed the activity 'Visible diversity' in the school
 - a. By performing the activity each year in all the classes. Choose a topic for every year.
 - b. Take the activity's topic of a seminar for teachers

Necessary requirements: support from teachers and school management

MICRO-EXPERIMENT 2: 'Group activities to build connection between teachers and students'

In order address the fact that issues related to ethnicity and culture are difficult to discuss in the classroom, the secondary school 'Ursulinen' developed a toolkit with many techniques that can be used to build more connection between teachers and students.

- *Location:* Secondary school 'Ursulinen'
- *Target group:* 1st and 3rd grade (around 30 classes)
- *Activities:* The school, with input from the local office for education, has put together several group activities. The purpose of the activities is to build more confidence and make difficult topics easier to discuss. This was done weekly during the class hour.
- *Positive effects:*
 - Difficult topics are addressed more quickly and are more solution-oriented
 - It has become easier to connect with students
 - The classes are going through the phases of group dynamics faster.
- *What made the experiment successful:*
 - A toolbox approach: each teacher was allowed to choose a technique that appealed to her (general offer and yet customized one)
 - Diversity as a topic is prioritized
 - Diversity is addressed as a policy, horizontally

Recommendations

1. Provide more funding for continuing education for teachers
2. Invite students of Thomas More (local college) to a visit to the secondary school Ursulinen
3. Develop a product (toolbox) based on the group activities
4. Prioritize diversity as a topic in secondary schools and systemic approach to it

MICRO-EXPERIMENT 3: 'Scenario proposal: Mosaic in education'

In order to address the problem of the lack of diversity in the teaching force, one of the policy lab participants developed a scenario for a promotional video. This was done in collaboration

with the city of Mechelen (MUST-a-Lab project, J@M ngo and the Office of Social Prevention).

- *Target group:* different target groups: young people, teachers, school managers, policy-makers, the broad population
- *Activities:* the team interacted with different groups of young people to gather their experiences with diversity in school. Some of these experiences were then integrated into the scenario proposal "Mosaic in Education".
- *Positive effects:*
 - Awareness-raising
 - Ideas that can be turned into actions
 - The story is relatable and creates involvement and openness
- *What made the experiment successful:*
 - The scenario is relatable because of the different perspectives.
 - The scenario is timeless
 - The characters are layered
 - There are different ways of connecting with characters
 - The story is authentic

Recommendations

1. Produce the video and spread it
 - Use different platforms: education consultation Mechelen, parent councils, colleges. The intent is to start conversations toward inclusivity in the teacher's room.
2. Launch a 'diversity barometer' in schools
 - The idea is to interview both students and teachers about perceptions of diversity in the teacher's room.
 - The measurement will be repeated annually to make the evolution visible. What comes out of the interviews can be put on the table at schools through the advisory council for education and/or through other consultation forums and joint recommendations and action can come out of it.

2.5. Modena (Italy)

RECOMMENDATION 1: Communication and availability of information on services

To solve the following problems identified in previous policy labs:

- difficulty in finding your way among the services of the city of Modena;
- fragmentation of the deployment of services;
- shortage of multilingual front-office staff and linguistic-cultural mediators;
- communication difficulties between the local administration and citizens with a migratory background;

To create an improvement for:

- people with migratory background to ensure that they have better access to the services available;
- services themselves to improve networking capacity;

Based on the micro-experimentation

of the paper map of services for citizens of foreign origin, which was created between May and November 2023 and presented for the first time at the Third Policy Lab, which was considered useful while needing some improvements;

It is recommended

1. to the Municipality of Modena to draw up a thematic map for the orientation of services for migrants which has the following characteristics:
 - be printed and digital;
 - that paper must have a QR CODE that refers to the digital one, which is easier to consult and update;
 - be translated into at least 3 foreign languages (English, French, Arabic);
 - have a FAQ section to help you understand the different competences of the offices, in collaboration with various bodies and associations in the area, which will provide any updates of information.
2. to the Municipality of Modena to explain the procedural process to use the most useful services for foreign citizens through video tutorials to be realized in collaboration with video makers;
3. to policy Lab participants to periodically monitor the map update.

RECOMMENDATION 2: Italian language

To solve the following problems identified in previous policy labs:

1. Difficulty in finding free Italian courses;
2. difficulties of CPIA and associations to welcome in a short time all the people who need to learn Italian, because their number has increased significantly in recent years;
3. less access to Italian courses by women because more frequently they devote themselves to family care (gender problem);
4. need to improve the training of volunteers who teach Italian in associations;
5. need to find new volunteers available to teach Italian;

To create an improvement for:

- citizens with a migratory background;
- volunteers teaching Italian L2;

Based on micro-experimentation

"FormAZIONE - teaching Italian L2 to adults and young people with a migratory background", the free course dedicated to volunteer teachers that was held between October and November 2023

It is recommended

1. to the Municipality of Modena:
 - to continue to organize training courses for volunteers who teach Italian to migrants in collaboration with the CPIA and teachers of Italian L2 with experience, both in presence and online;
 - to organize free Italian courses for people with a migrant background with flexible schedules, both in presence and online, which also have content related to soft skills and work orientation, in collaboration with training agencies;
 - to provide Italian courses for migrant women in collaboration with voluntary associations, with particular attention to mothers, who need a babysitting service.
2. to the Municipality, Higher Secondary Schools and UNIMORE to promote among young people the possibility of volunteering as teachers of Italian L2, including this activity in the Civil Service or recognizing credits to students.

RECOMMENDATION 3: Labor law

To solve the following problems identified in previous policy labs:

1. difficulties for young people to orient themselves among the many types of employment contracts, especially if atypical;

2. lack of knowledge of the rights/duties of the employee and the employer, irregular work and exploitation;
3. difficulties for people with a migratory background, including language barriers, to become self-employed, do business or start-ups;
4. lack of knowledge of migration law regarding citizenship and obtaining a residence permit, including in relation to the world of work;
5. very long waiting times for obtaining a residence permit or citizenship;
6. lack of housing and greater difficulty for people with a migrant background to rent a decorous house with a sustainable rent;

To create an improvement for:

- young workers and the unemployed;
- persons with a migratory background who can obtain a residence permit or citizenship only through regular employment contracts;
- young people of foreign origin seeking accommodation;

Based on micro-experimentation

"DIRITTI PER TUTTƏ", information meetings on labor law and citizenship held in September 2023, which were deemed useful;

It is recommended

To the Municipality of Modena:

1. to continue to organize basic training courses on labor law in secondary colleges, universities and other places of youth aggregation, in collaboration with trade unions and legal experts;
2. to sensitize the Police about the long wait for obtaining residence permits in order to speed up the process;
3. to recover the vacant housing and build new ones to be leased with calmed rentals for students and workers with a migratory background, with the collaboration of employers, Reception Centers, Universities and the Diocese.

RECOMMENDATION 4: Sport as a tool for integration

To solve the following problems identified in previous policy labs:

1. lack of knowledge of free sports activities and free-access sports areas, especially among young people with a migratory background;
2. lack of free sports activities;
3. limited participation in sporting activities by women with a migratory background;

To create an improvement for:

- people with migratory background or social distress;

- women with a migratory background;

based on the discussion conducted in the city of Modena in March and November 2023 with the participation of local stakeholders, local administration and participants of the Policy Lab,

It is recommended

To the Municipality of Modena:

1. to map free sports areas and activities and to promote them with advertising campaigns, with the collaboration of sports promotion bodies, schools, federations and sports associations;
2. to invest more economic resources to create new spaces for free sports and offer low-cost courses;
3. to organize events and free sports activities that can encourage the participation of women with migratory background, in collaboration with sports associations;
4. to organize training courses on interculturality for volunteers and coaches of sports associations, with the collaboration of sports promotion bodies.

RECOMMENDATION 5: Knowledge and participation of citizens with a migration background in voluntary associations

To solve the following problems identified in previous policy labs:

1. poor knowledge of voluntary activities among young people;
2. lack of interculturality in volunteering proposals, which make such activities unattractive to those with a migratory background;
3. language barriers that make it more difficult for migrants to participate in voluntary activities;

To create an improvement for:

- the whole community;
- voluntary associations that can expand active volunteers
- young people with a migratory background;

Based on the discussion conducted in the city of Modena in March and November 2023 with the participation of local stakeholders, local administration and participants of the Policy Lab,

Is recommended

To the Municipality of Modena:

1. to encourage voluntary activities among young people with a migratory background by encouraging the inclusion in voluntary associations, including ensuring the possibility of obtaining training credits for students and offering the opportunity to carry out activities even remotely;

2. to ensure continuity in the opening of places of aggregation and sociality ensuring better coordination in management;
3. to organize intercultural training courses for volunteers and members of associations;
4. to promote foreign language courses (including non-EU) for Italian citizens;
5. to promote intercultural events on traditions, culture and food of other countries;
6. in collaboration with the CSV, schools, voluntary associations and communities of foreign citizens.

RECOMMENDATION 6: Work for foreign students

To solve the following problems identified in previous policy labs:

1. lack of awareness of the Universities regarding to the concrete problems faced by working students of foreign origin;
2. poor visibility of job offers suitable for students and lack of constant updating of the same;

To create an improvement for:

- working students of foreign origin, so that they can maintain a dignified lifestyle;
- students seeking employment and companies seeking staff, in order to facilitate the matching of supply and demand.

based on the discussion conducted in the city of Modena in March and November 2023 with the participation of local stakeholders, local administration and participants of the Policy Lab,

Is recommended

1. to UNIMORE to make agreements with the countries of origin of international students who follow English language degree courses, so that they arrive in Modena with a basic level of Italian language, in order to facilitate their entry into the world of work at the end of their course of study;
2. to the Municipality of Modena:
 - to create a web page updated in real time with the most suitable job offers for students, in collaboration with UNIMORE, ER.GO, Informagiovani 4.0 and Centro per l'Impiego di Modena;
 - to raise awareness among companies about the remuneration of extra-curricular placements and the recruitment of English-speaking staff, with the collaboration of professional associations and companies, so that English can become a "working language" more used, even without a thorough knowledge of the Italian language.

2.6. Vienna (Austria)

MICRO-EXPERIMENT 1: Open School and Info Café for Children and Parents

In order to address the challenges identified in previous Policy Labs

- weak school community
- little or no contact with pupils' parents
- lack of information on support services for pupils and their parents
- lack of trust in public institutions & concerns towards authorities

And to produce one or more specific improvement for

- low-income families with limited access to education and participation difficult
- schools that face structural challenges due to limited resources

On the basis of the micro experiment

- “Open School & Info Café for Children and Parents” as a mobile, multilingual counselling and information service as well as activity programme in public spaces for children and adults. Families can exchange with experts in a relaxed atmosphere about various problems relating to school and, if necessary, receive advice on the spot.
- The “Open School and Info Café” is a project that was initiated to enable social participation for everyone, regardless of origin and income.
- Almost 20 partner organisations were involved in the pilot project (conception and/or implementation).
- Around 350 people were reached at the three events (7.9.2023, 5.10.2023, 9.11.2023) that took place in Haebergasse Park in Meidling, opposite Haebergasse primary school.

With the following results

- Families are sometimes very reluctant to talk about problems and challenges because they fear rejection, discrimination or negative consequences (e.g. reporting a risk to child and youth welfare services). Also a classic counselling setting inherently implies a hierarchy between people seeking support, e.g. families with financial/health/social/linguistic etc. challenges, and institutions/authorities. A low-threshold format counteracts this imbalance.
- The start of school in September was an ideal time to welcome the new first classes with school café offers and to strengthen the school community right at the start of school.

- However the cooperation with the school staff was not free of friction, since schools are currently reaching the limits of their capacities and are extremely sceptical about new ideas or offers because they fear additional work that would require additional resources. This was reflected in the low level of participation by both school staff and school social workers.
- The wide range of activities for children (games, physical exercises and entertainment) also prolonged the amount of time parents spent in the park and thus increased opportunities for conversations. Low-income families in particular, who may live in smaller homes, respond well to free activities in public spaces.
- The composition of the various partner organisations of the “Open School and Info Café” was very fruitful. An overview list of all participating partner organisations, including a QR code for further information (counselling, funding etc.), was also available at information stands.
- Free goodie bags provided and filled by project partners e.g. with school materials, games, hygiene articles, etc. and multilingual information material were very appreciated by the target groups.
- The presence of political decision-makers at local events in the neighbourhood can also be a strong sign of appreciation, cohesion and interest beyond the active electorate, since almost 30% of Vienna’s residents have no or limited political participation rights due to their citizenship
- After just three meetings, it became very clear that continuity is needed to build trust and overcome inhibitions. After the three events, it was noticeable that both parents and children were already familiar with the offer and were more likely to accept it.

The following is recommended

1. Schools

- Despite scarce human resources in the education sector, in terms of strengthening the school community, is fundamentally important for families to have a good and low-threshold connection to the school as a social space, both physically (events) and in exchange with school staff.
- To share a written, multilingual invitation as well as a personal invitation and active participation of school management & staff, local school social workers and first language teachers to increase confidence in activities of the “Open School and Info Café”.

2. Institutions/Authorities

- To offer more low-threshold formats in which personal contacts can be established promote the building of trust and thus the willingness to accept or reach out to authorities/support services. A setting in which families do not have to actively seek help or support, but instead institutions provide information about services in the families' familiar environment facilitates that.
- In order to continue the project and expand it to other schools and districts, to provide practical and financial support. Politicians, administrators and funding organisations are called upon to provide budget funds for staff and activities for children and parents.

3. Local Stakeholders/Partner Organisations

- To offer complimentary activities for children and parents, in order to better reach the target gr.
- To create, whether through children's activities, the buffet or the information stands,

opportunities for informal and low-threshold conversations for parents who were waiting for their children and to provide places to retreat for private conversations on sensitive topics.

- To be present as such events as partner organisation and to bring multilingual, diverse, outgoing and open-minded staff to establish contact with the families.
- To provide free catering (considering cultural or religious dietary requirements) as a financial relief for many families, but also a good opportunity to chat.
- To establish more networking and exchange opportunities for organisations working with the target groups, since the contexts in which stakeholders work with them are very different and there are often enquiries that do not fall within their own expertise or competence. Expanding one's own network and knowing who to refer to if necessary is therefore especially helpful.

MICRO-EXPERIMENT 2: Social Media Campaign on Human Rights

In order to address the challenges identified in previous Policy Labs

- The growing polarisation of society and declining trust in public institutions
- Lack of trust in democracy
- Lack of knowledge regarding Human Rights

And to produce one or more specific improvement for

- teenagers and young adults aged between 15 and 25
- schools and youth workers who want to cover the topics human rights and media competence

On the basis of the micro experiment

- Educational social media campaign on human rights with the aim to address and make the topic of human rights more accessible and tangible for young people.
- About 10 partner organisations were involved in the pilot project.
- Two workshops containing the following sessions were held to subsequently encourage interested young people to become members of the editorial board and engage in setting up a human rights social media channel, in order to address a broader community and raise awareness for human rights on 7.11.2023 at the Kenyongasse education centre and on 9.11.2023 at the Steinbauerpark open youth club:
 1. discuss human rights through practical examples,
 2. gain insights from social media professionals on algorithms, concept creation and content production,
 3. then put their acquired knowledge into practice and make short videos for their peers on HR

With the following results

- The workshops have shown that young people have great interest and a need for

discussion as soon as relevance to their personal reality established. Once the importance of human rights was clear, they considered this knowledge as highly important and they also showed willingness to stand up for human rights.

- Young people are not a homogeneous group. They are characterised by various social factors, act in diverse groups and deal with a variety of challenges and issues. It is crucial to meet them at eye level and enable them to have a say in the discourse.
- Participation increases with the level of agency that the young people experience in the workshop. Therefore enough time and space must be given to the target group during the workshop in order to be able to deep dive and understand such a complex topic like human rights.
- When working with young people, the approach to the topic and the choice of methods for knowledge transfer proved to be essential. Even the introduction to the topic can be decisive for the further interest and attention of the target audience
- Social media as a source of information & identity-building factor:
 - Social media platforms are an important source of information as well as entertainment for the vast majority of teenagers and young adults.
 - However, another aspect of social media is an identity-forming effect. Identification with and representation of identities in public discourse play a crucial role for young people.
 - At the same time, sharing of personal opinions or certain experiences on social media can trigger controversy in peer groups and one can also become a target
- The concept to think Human rights education & media competence together proved useful: The majority of teenagers and young adults use social media apps such as TikTok etc. However, they often lack background knowledge (e.g. algorithms) and skills in dealing with these apps (e.g. data protection, personal rights, fake news, online hate speech, etc.).
- The workshops have shown that young people are not only interested in creative content production, but also want to know what they can do if they notice something illegal or inappropriate on social media. Relevant media skills can therefore also enhance their agency and increase civil courage.

The following is recommended for

1. Public institutions/organisations that target young people
 - To see young people as experts on the reality of their lives: young people want to make use of their voice and they want to be heard.
 - To not consider young people as homogenous group, and take intersectional perspectives, diverse role models, differentiated voices and multilingualism into account for content production in order to actually reach them.
 - When pursuing an educational mission, to take low-threshold approach that relates to the everyday lives and realities of the target group and to use engaging methods, e.g. varying, entertaining and interactive workshops, followed by creative and self-organised practical exercises in small groups. A relaxed atmosphere and dialogue at eye level encourage cooperation and engagement.
2. Educational institutions/associations
 - To set up a human rights editorial team by and for young people, in order to promote the participation of young people, strengthen social cohesion and enable human rights education via social media.
 - In order to better reach the various target groups, additional cooperation partners

- and multipliers should be recruited in the future, such as the City of Vienna - Education and Youth, children and youth work associations, educational institutions, (e.g. Zentrum Polis), school representatives, other youth organisations and children's and youth parliaments, etc.
- To provide sufficient and long-term financial and personnel resources for sustainably promoting and anchoring human rights education via
 - a. Further workshops with young people (ideally include additional incentives for young people)
 - b. The development and supervision of a youth editorial team (editorial management, premises, human resources, professional support for video shooting & editing)
 - c. Human resources (administrator & public relations) for the management of a possible social media channel (publication of posts, community & comment management & monitoring)

MICRO-EXPERIMENT 3: How's that job working out? – Job perspectives for young adults

In order to address the challenges identified in previous Policy Labs

- Social segregation and increasing economic inequality
- Increasing financial pressure on young people, particularly those who come from low-income families and enter the labour market early in order to contribute to the family income

And to produce one or more specific improvement for

- Youth at risk of poverty
- Young people with migration biographies or asylum seekers also have more difficulties on the labour market and often face prejudice and discrimination

On the basis of the micro experiment

- “How's that job working out?- Job perspectives for young adults” where excursions to local companies were organised, in order to bring employers and prospect seeking young people together. The aim of the project was to network youngsters and young adults aged 14-19 with and without completed compulsory schooling, to provide impetus and to encourage them to pursue their career aspirations despite structural disadvantages due to their background or inherited education. In a relaxed atmosphere, employees provided information about career paths and work areas within the company. They served as role models and motivated the young adults with examples from their own careers.
- About 10 partner organisations were involved in the pilot project
- The excursion to the bus operation center Raxstraße on 15.9.2023 was organised in cooperation with the Human Rights District Favoriten, Wiener Linien (Vienna's public transport operator) and Interface Youth College StartVienna.

With the following results

- The participating young people (only 20 % of the participants were female) showed great motivation and interest in the professions and presented and, after initial shyness, were very curious and asked a lot of questions. Interactions were eased by the relaxed atmosphere and communication at eye level.
- The young people were approached by partner organisations such as Interface Youth College and through existing contacts from community work in the district. This existing basis of trust proved to be essential for the acquisition of young people for the project.
- The partner organisations in turn, greatly appreciated the fact that contact to employers had already been established by the project team and the appointment had already been organised.
- New Work/New Hiring: New Hiring - A new awareness in recruiting is required, as tried and tested concepts in recruiting no longer work to attract and retain the urgently needed talent and the labour market is increasingly shaped by employees due to the shortage of labour.
- Broad dissemination of visual material on social media platforms that emphasises the added value for young people and gives role models a voice and generates interest in the professions and companies presented. See this pilot video: <https://www.youtube.com/watch?v=nkRzwoqgMRY>

The following is recommended

1. for Public authorities
 - In order to successfully implement a project for young people and to tailor offers precisely to their needs, it is essential to place the perspectives and realities of the target group at the centre of the project design. This begins with the selection of an appealing project title and ends with the communication channels in order to reach out to young people.
 - To pay more attention to support or create incentives for women in work projects.
 - To expand the cooperations with partner organisations that specialise in job opportunities for young adults.
 - To film and share the excursions online in order to reach and motivate additional young people.
 - To fund the continuation of the project in order to establish
 - a. A coordination centre for better networking, exchange and information opportunities between existing, similar projects and initiatives
 - b. A core project team with sufficient resources and clear responsibilities (coordination, acquisition of young people and companies, supervision of excursions, communication)
 - To provide funding and additional support at both city and district level
 - a. Establish contacts to local businesses/companies
 - b. public communication and promotion of the project via various channels
 - c. provide insights as an employer during excursions as a cooperation partner
 - d. financial support, e.g. for video shooting & editing by professionals
2. Companies
 - Be aware of the obstacles in the labour market caused by structural disadvantages. One example mentioned during one of the excursions is time-limited entrance tests.

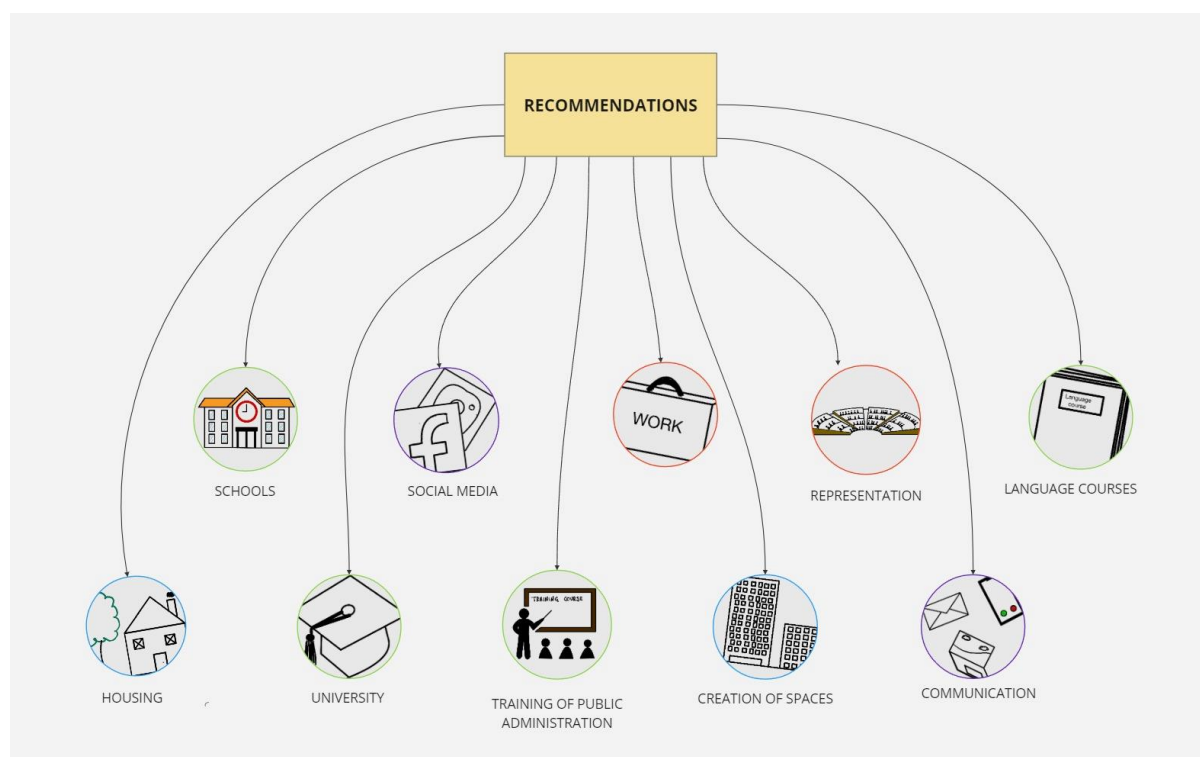
For a person whose first language is not German, the translation of both the question asked and the respective answer alone takes considerably longer. Such time restrictions mean that technically correct answers are not taken into account.

- To make recruitment processes more flexible could also bring great added value for companies. After all, recruiting is very time-consuming from a company's perspective and should therefore be as goal-oriented as possible. Young talents who are interested in a profession or a particular company are an asset for the future of a company. It is therefore important to pay attention to the needs and requirements of potential employees when recruiting in order to acquire good, motivated employees.
- To expand the range of internship opportunities would also give young people the chance to gain practical insights into various working fields. In the long run, this creates advantages for companies since young people would have realistic expectations after an internship and this might increase long-term employment relationships.

3. Final Remarks

The collection of the MUST-a-Lab Recommendations shows a variety of interests and a certain sectoral articulation in each city, but several themes are recurrent:

1. Increasing participation and representation of migrants in the cities' social and political life is an important aspect, and the practice of Policy Labs has encouraged to conceive new spaces and new structures in which participation is encouraged and secured.
2. The issue of welcoming newly arrived migrants and providing them a map of services available and some guidance on the sequence of steps that are necessary to have access to documents, health, education, employment, is also emerging in several partner cities. The use of social media to increase communication frequency and daily connection was also recommended to facilitate participation and identification of common problems and new solutions.
3. Employment, knowledge of labour market and labour law also emerged as a relevant issue towards which experimentation and recommendations were addressed.
4. Making diversity visible, particularly at school, and working on cultural hybrid integration, far from assimilation and from cultural segregation, was another priority chosen by more than one city.
5. Beyond these four poles of Policy Labs attraction, the issues of human rights culture, the issue of training of the Public Administration officers to receive migrants properly, the issues of sport, housing, migrants' participation in volunteering emerged once or twice but were seldom the object of experimentation.



It is important to remark that, although each city had proposed a main Policy Challenge, the debate in the first and second workshops of each Policy Lab showed a certain diversity of views between the original priorities chosen by the cities on one side, and the problematic areas and the proposals brought by the migrant community representatives and other stakeholders, on the other side. In particular, in the step between formulating a long list of proposal emerging from the debate and selecting a shorter list of high impact/high feasibility proposals to become micro-experiments the majority of participants were pointing to some unexpected issues. This is a good sign of the capacity to listen (by the cities' representatives) and to innovate as a result of multi-stakeholders dialogue.

Each city Policy Lab produced 4 to 8 recommendations, mostly after having experimented a small-scale implementation of the solutions proposed; the value of these recommendation has to be found, therefore, not only in their final text, that has not been written by professional policy experts, but also and, more importantly, in the participatory and experimental process that have generated them. Some look more original/innovative than others, some are real "Policy Recommendations" and other move on a more concrete level of "Meaningful Initiatives" but together they offer a very comprehensive picture of possible interventions of local governments to facilitate migrants' integration, based on a serious multi-stakeholder dialogue in which the key target group had not only the right to talk, but the encouragement to participate in the design, implementation and evaluation of the emerging proposals.

The implementation of these Recommendations lies, now, in the hands of the cities' governments, who bear the responsibility of translating these ideas into tangible actions. MUST-a-Lab has actively encouraged a collaborative approach to policy development and implementation, fostering a shared responsibility between policy makers and citizens. In fact, one of the main elements of innovation and, at the same time, the most important success factor of MUST-a-Lab, consists of having local Governments and policy makers not just as mere participants in the process, but indeed as promoters of the project itself. By engaging all stakeholders in the process of change, the project will monitor that the adopted recommendations will not be ignored. The levels of commitment shown by the cities' representatives, and the level of engagement demonstrated by all stakeholders who took part in the Labs and in the micro-experimentation are allowing a good degree of confidence in the recommendations follow up phase.