



Deliverable

Deliverable D 4.1 Report on changed local strategies

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Abstract	This report shows how the six local administrations implemented the Policy Lab recommendations and how, by doing that, they impacted local integration policies.

Version and contributing history

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List of Abbreviations and Acronyms

Abbreviation/Acronym	Meaning
GAM	Grenoble-Alpes métropole
PL	Policy Lab
SC	Steering Committee
UNIMORE	Università di Modena e Reggio Emilia
WP	Work Package

Introduction

In 2023 the six local administrations carried out three policy labs that resulted in policy recommendations (see D3.1, D3.2 and D3.3). In 2024 the local administrations were tasked with translating the recommendations into feasible action plans. The full or partial implantation of those actions also made part of WP4 and the ultimate goal was to positively impact local integration strategies by adapting them to the needs of migrants and by systematically including the voice of migrants in the policy-making process.

The political context played an important role in the implementation of the recommendations. With the European elections in June 2024 and national and/or local elections in some countries, the six local administrations were confronted with considerable difficulties in implementing what was perceived as innovative policy. The intent of the policy labs as methodology is, namely, to produce recommendations that are original which means that as such, the recommendations are not necessarily (fully) aligned with local integration policies. Given the political context, and the fact that migration and integration are quite sensitive topics, it is not difficult to understand the reluctance of elected officials to support the implementation of some of the recommendations.

In order to map the activities of the six local administrations related to WP4, the partners made use of the *WP4 diary* (see Annex I). This template was also used for the mapping of the political documentation necessary for D5.4 Report on decisions and changes at political level.

Further on, the status of WP4 was discussed in a series of meetings in the period January – June 2024. During the partner meeting in Grenoble (June 2024) a detailed analysis was done of the progress of the WP4. This feasibility study identified the main obstacles in the implementation of the recommendations.

In the following chapters we will present the process of institutionalisation of the policy lab recommendations. We will show how the six local administrations negotiated action plans for the implementation and what the impact of those activities was on the integration policies. We will also present how the specific recommendations were implemented.

The process of institutionalisation

Change in local contexts

In some cities, the local context in the beginning of 2024 was not too much different than from the situation in 2021 when the local contexts were first mapped (see D2.1 Collection of State-of-the-Art

Policy Context Reports). For example in Vienna and Mechelen, the cities' migrant population did not change significantly and the cities' guidelines for integration and diversity provided a very robust basis for the integration policies. On the other hand, the city of Livadia experienced a major decrease of the refugee population, largely due to the ending of the implementation of the ESTIA Accommodation Program (2021-2023) that provided easier access to housing to refugees.

Some local authorities experienced changes on a political level (e.g. Livadia) that lead to substantially different policies while in other cities (e.g. Modena, Fuenlabrada) local elections did not cause significant changes. In Fuenlabrada, for instance, the political landscape has been stable for a long period of time and after the elections in 2023, the government renewed their commitment to maintaining spaces of welcome and inclusion (e.g. campaign "Anti-Rumor Shelter" aimed at young people and advocating for cultural diversity and coexistence, continuation of the Fuenlabrada Coexistence Table, AMIF-funded project CAMUS).

Some cities experienced repercussions of national policies. In Modena, for instance, there is tension between the conservative national immigration policy and the need to welcome and integrate an increasing number of migrants: "

Therefore, in the last year many new migrants have arrived in Modena, stressing the already fragile welcoming system. Communities and social cooperatives that manage migrants are overcrowded and have many difficulties in offering effective integration paths. In particular, unaccompanied minors are the most difficult category to include. So there are conflicts between the national and local administration, because the municipality struggles to have adequate resources to manage immigration."

Similarly, in the urban area of Grenoble the higher language demands on migrants in the context of citizenship and residence procedures are putting the local authorities in position to provide many additional intermediary level French classes.

Negotiation of the action plans

The six local authorities were tasked with translating the recommendations of the policy lab (see D3.3) recommendations into action plans. They did this by employing different strategies:

In several cities public events were organised at the end of 2023 and in the begin of 2024 to disseminate the recommendations and build momentum for the implementation:

- **GAM:** Regional event about participation of migrants involving project partners, elected officials and other local and regional stakeholders
- **Vienna:** the project team present the recommendations during the Regional Forum of the District Meidling (a district closely involved in the micro-experiments and the PL's), at the Youth Platform of the City of Vienna (an annual meeting of all municipal departments and key stakeholders such as associations, NGOs, service centres on behalf of the city working with children and young people) and the event of "Education Challenge Favoriten". They also participated in a Matchmaking World Café between Students of Master of Arts in Applied Human Rights and organisations to design and/or implement human rights projects together. This was an opportunity to look for future project partners with interest in one or more of

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the micro experiments in order to continue the projects. Since all of the three micro-experiments targeted children or/and youth, the meeting of the city's focus group on children's and youth's rights was heavily involved.

- **Fuenlabrada** launched "Creative Young Summits", intended to be spaces for participation.
- **Modena** presented the recommendations during the "Intersectoral Intercultural Round Table"

In four cities (Mechelen, Modena, Livadia, Vienna) it is the project team that was tasked with the development of the action plan while in Grenoble and Fuenlabrada this responsibility was shared with other bodies. In Grenoble a group of elected officials was established with the mission to oversee the local integration strategy and the implementation of the recommendations of the Policy Labs. In Fuenlabrada an interdepartmental group (Social Welfare, Youth and Childhood, and Communication) was formed with the same task.

All six local authorities engaged in extensive meetings with other departments and offices within the administration. The departments involved in this process were chosen based on the topic of policy recommendations:

Fuenlabrada: Dept. of Citizen Participation, dept. of Social Welfare, dept. for Youth and Childhood, dept. for Communication, Youth Council

GAM: Insertion and Employment dept, Housing dept, Communication dept, Strategy and Innovation dept.

Livadia: Job Center, Education and Lifelong Learning dept., Culture, Sports and Tourism dept.,

Mechelen: Communication dept., Education dept, Youth Office, Cultural Heritage Office

Modena: Communication office, Social Services, Telematic Projects Office

Vienna: City of Vienna Departments for Integration and Youth, Social Affairs, Education and Youth, Child and Youth Welfare, Kindergartens, Ombuds Office for Children and Youths, Communications as well as Democracy Unit, Office for Participation and the Education Directorate.

In all six local authorities meetings were held with elected officials in order to discuss the implementation of the recommendations as well as integration policies in general.

The development of the actions required in some cases also cooperation with external partners:

GAM: University of Grenoble, training provider ISM Corum, local NGOs.

Livadia: the project team met with the Head of Viotia's Directorate of Primary Education to discuss the preparation courses for Citizenship exams and other courses for the improvement of migrants and TCNs' skills (vocational, digital, etc.).

Modena: the project team met with "Casa delle culture" in order to discuss the second edition of the training course for volunteers. They also met several times with CPIA (Provincial school for adults) and several sport clubs concerning the recommendations about language courses and sport as a tool of integration. A meeting with University and AKG work agency was also organised to discuss the topic 'Jobs for students'.

Vienna: the project team had a series of meetings with WIENXTRA, an organisation that organises leisure activities for children, families and young people throughout the year (in the context of the experiment "Social Media Campaign on Human Rights with and for young people"). They also met with the Vienna Youth Centers Association as well as with several academics from the Vienna

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University of Teacher Education.

All six local authorities developed action plans and proceeded further with the implementation of the recommendations. In some of the local authorities the action plans were formally approved by the formal political procedures, e.g. Mechelen (College of Mayors and Deputy Mayors of May 28th), Modena (resolution n.94/2024 of the Municipal Council).

Fully implemented recommendations

The following table shows the recommendations that have been fully implemented during the project.

	Local authority	Recommendation	Action from action plan	Description	Result
1	Mun. of Fuenlabrada	Recommendation 1: Create an innovative structure for formal citizen participation.	Creation of a formal structure for intercultural citizen participation.	The launching of the first intercultural association in Fuenlabrada. This space aims to advise on the design of lines of action Public policy from an intercultural perspective.	Creation of the MUST-FuenLab Citizen Participation Association.
2	Mun. of Fuenlabrada	Recommendation 4: Generate spaces and training sessions.	Training talks in educational centers	Work in different schools on the importance of and respect for cultural diversity	The tutorials were carried out in two secondary education centers in the city. In first and second ESO classes. The boys worked on different life experiences of the migrant population, learned about the MUST-a-Lab project about the importance of being part of participation spaces
3	Mun. of Fuenlabrada	Recommendation 4: Generate spaces and training sessions	Participation Training Program	Creation of a training plan to meet the training needs identified during the micro-experimentation process.	The following courses were planned: <ul style="list-style-type: none"> ○ Course on

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					<p>association management</p> <ul style="list-style-type: none"> ○ Course on adaptations for the promotion of participation in youth dynamization and disability. ○ Course on creativity
4	Mun. of Fuenlabrada	Recommendation 1: Create an innovative structure for formal citizen participation	Municipal Conference on cultural diversity	A conference will be held to promote intercultural coexistence, the breaking down of prejudices and stereotypes and knowledge of the reality of migrants.	The conference took place in March 2024.
5	Mun. of Fuenlabrada	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	Review of the Communication Plan	The Communication and the Youth and Children Department will review their communication plan in order to reach a greater number of young people with the recommendations.	<p>The following changes have already been made:</p> <ul style="list-style-type: none"> ○ A separate social media profile for children and youth activities. ○ Whatsapp dissemination channels ○ European Youth Capital Youth logo
6	Mun. of Fuenlabrada	Recommendation 2:	Youth Plenary	Continue with the implementation of	In addition to the

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		Implement new spaces for co-governance		the Youth Plenary, increasing its frequency as a space where young people have the opportunity to take part in the political life of the city by expressing their opinions, proposals and concerns.	youth plenary session, there have been new meeting spaces such as the creative summits.
7	GAM	Recommendation 1: The newcomers' guide.	Creating and distributing a newcomer's guide in several languages	The Métropole will coordinate the creation of a Welcome guide with all the information for migrants, with the help of its local partners.	The Guide has been created and distributed in French. The translations to other languages are pending.
8	GAM	Recommendation 5: Other actions identified	Developing social and healthcare interpreting	The Metropole should coordinate access to professional social and healthcare interpreters.	A working group was set up with the interpretation provider (ISM Corum), the Grenoble University (MA program), other partners and local interpreters. Its first meeting will be in December 2024. The aim of the working group is to provide a local charter for interpreters and to coordinate the delivery of services as

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					well as possible additional training.
9	GAM	Recommendation 2: Training reception staff in public services to welcome migrants	Informing and training public service reception staff to better welcome migrants	<ul style="list-style-type: none"> ○ Setting up training courses for public service reception staff on the subject of welcoming migrants. ○ Disseminating information on the existence/tool of talking circles to associations and institutions; creating a brochure with practical information on talking circles. 	The project team is currently performing a needs analysis with the directions of the reception desks and having first meetings with training providers.
10	GAM	Recommendation 5: Other actions identified	Set up a range of French courses from B1 to C2	Creating new offers of French courses from B1 to C2	Additional intermediate language courses have been included in another project (AMIF-call). Answer to call is due in summer 2025.
11	Mun. of Livadia	Recommendation 3: Maintenance of the Facebook group "MUST-a-lab Levadia"	Facebook group "MUST-a-Lab Levadia"	It was decided that the Facebook group "MUST-a-Lab Levadia" will continue its operation with the cooperation of the Culture, Sports and Tourism Department, by including it in the official Facebook account of the Municipality. Personnel from the Culture, Sports, and Tourism Department will manage the page and post daily to disseminate information for migrants and TCNs.	Effective and continuous dissemination of information, and assignment of the Facebook group account to specialized personnel for its proper and formal management.
12	Mun. of Livadia	Recommendation 5:	Digital brochure	In the context of the implementation	link

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		improvement of provision of services to migrants		of the MUST-a-Lab project, four (4) digital cards were created with essential information about public services to guide and help citizens in their daily lives. The goal is to create a digital guide/brochure (which will include these cards) both in Greek and English language to help all citizens (Including those with a migratory background) have access to local services.	
13	Mun. of Livadia	Recommendation 5: Creation of a digital brochure with information about public services for migrants and TCNs (English and Greek)	Additional information for info-points in Livadia.	In the city of Levadia, there are info-points with everything a newcomer needs to know, from sightseeing options and details to transportation choices and routes. The goal is to enrich these info-points with more information about events and services for migrants, TCNs, and other newcomers who are interested in exploring the city. The MUST-a-Lab Team recommended that info-points could include information about housing, food banks, healthcare, cultural and social events, community support, etc.	Relevant information in info-points.
14	Mun. of Livadia	Recommendation 4: Establishment and operation of a	Creative centre for children	The Department of Education of the Municipality of Levadia makes attempts to operate a Centre where	More migrants will be informed of the operation and the

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		creative center for children		children aged 6 – 12 will attend courses and participate in creative activities. The staff of the MUST-a-Lab project will cooperate with the Directorate of Primary Education to ensure the dissemination of this information to migrant students.	courses provided to empower local and migrant children with new skills and knowledge.
15	Mun. of Livadia	Recommendation 5: Housing of migrants, tcns, and individuals of vulnerable groups	Housing of migrants	The staff of the MUST-a-Lab project will cooperate with the Community Centre which provides support to vulnerable groups of citizens. Migrants will have the opportunity to be informed about the “KALIPSI” program which offers rent subsidies deprived young people for 6 months.	More migrants will receive information about how they can apply for subsidized housing and profit from the KALIPSI project.
16	Mun. of Mechelen	Recommendations 1-3: share the activity ‘Visible Diversity’ with different stakeholders	Educational package ‘Visible diversity’	Create an educational package consisting of a video (testimonies of the teachers and pupils involved in the experiment) and a manual (about how the activity was done). The idea is then to share this educational package with other schools in Mechelen.	The educational package has been developed and was launched during the conference about participation on October 15 th .
17	Mun. of Mechelen	Recommendation 6: Develop a product (toolbox) based on the group activities	Organise a conference on the topics of MUST–a-Lab: well-being of young people with migration background, participation of migrants	The LSRG gave the feedback that, rather than developing new tools, it would be more beneficial to promote tools that already exist. For this reason the city is organising a conference on participation on youth and the	The conference took place on October 15 th .

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				different techniques and methods that can be used to gather input from young people and to translate such input into policy.	
18	Mun. of Modena	Recommendation 1: Communication and availability of information on services	Map “Modena per tutti” (pdf document)	A digital map with information about all the municipal services that could be useful for newcomers (IT, EN, FR, AR)	link
19	Mun. of Modena	Recommendation 4: Sport as tool for integration	Mapping of free sports areas	With the goal of giving all citizens the chance to do free sports activities the municipality made a digital map of such facilities.	link
20	Mun. of Modena	Recommendation 2: Italian language	FormAZIONE – Teaching Italian as a foreign language to migrants	Training course for volunteers who teach Italian to newcomers migrants in Modena associations.	The course was successfully organised in October 2023 and in April 2024.
21	Mun. of Modena	Recommendation 4: Sport as tool for integration	Free tickets to see sport matches	Unaccompanied minors received free tickets to see football and volleyball matches	Social Services that take care of unaccompanied minors really appreciate this initiative. They use these tickets as a reward for those who have good behaviour, and at the same time it is an opportunity to be included in the city

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					life. In fact, cheering for a local sport team together with the native people can reduce the cultural differences.
22	Mun. of Modena	Recommendation 4: Sport as tool for integration	Sport for Unaccompanied Minors	A few unaccompanied minors were included in city sports clubs to follow the annual sporting activity together with their peers: 3 are playing box, 3 are playing football and 2 are starting athletics.	Playing sport the all year is a it is a great opportunity to be included in the city life and get in touch with Italian people
23	City of Vienna	Recommendation from micro-experiment 'School-café': Continuation of School cafés in district Meidling and provide financial and practical support for the continuation of the school café	Embed the school cafés in district Meidling	Together with local partners the Open School Café format will be continued to strengthen the school community and increase contact with pupils' parents, to establish a low-threshold and continuous connection to the school as a social space, increase trust in public institutions and authorities to offer more participative low-threshold formats (in public space)	Local partners will run the format in the future and coordinate it with the partner organisations that already participated as well as acquire new partner organisations with various thematic focuses (nutrition, health, youth work, extremism prevention, participation, intercultural exchange, women's empowerment). One

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					local partner, Elternwerkstatt, received structural funding for the continuation of the school cafés.
24	City of Vienna	<p>Recommendation from micro-experiment 'School-café':</p> <ul style="list-style-type: none"> ○ Offer complimentary services for children and parents ○ Create safe spaces to discuss sensitive topics ○ Offer free catering as financial relief for families ○ Establish more networking and exchange opportunities for organisations 	Dissemination of results of the "Open School and Info Café" - Illustration of results, goals and benefits of an inclusive and welcoming school community for the schools and the society	<p>The idea for the illustration was to present the 'open school café' format in a low-threshold and accessible way for various target groups (school staff, parents, children, partner organisations, policy makers).</p> <p>The illustration was disseminated to various stakeholders within the city administration as well as NGOs and associations working in the school sector, with children or parents</p>	Especially with regard to partner organisations further partners were acquired that are willing to offer free, complimentary activities for children and parents, and to be present with multilingual, diverse, outgoing and open-minded staff to establish contact with the families. Eg. From German language support measures, health promotion programmes, tutoring, neighbourhood support, women's counselling, financial support, etc

Partially implemented recommendations

The following table shows the recommendations that were not fully implemented during the project or by the time this deliverable needed to be submitted

	Local authority	Recommendation	Action	Description	Timing
1	Mun. of Fuenlabrada	Recommendation 1: Create an innovative structure for formal citizen participation.	Renewal of the Citizen Participation Regulations	Revision and renewal of citizen participation regulations allowing for the introduction of new participation mechanisms in the policy cycle.	A legal review of the content is being carried out, followed by a public participation consultation. The regulations are scheduled to be finalized by the end of 2025.
2	Mun. of Fuenlabrada	Recommendation 4: Generate spaces and training sessions	Training courses of interest to young people	Trainings will be organized on topics identified during the micro-experimentation process, such as mental health and sex education.	The trainings are currently being held.
3	Mun. of Fuenlabrada	Recommendation 2: Implement new spaces for co-governance	“Life-long participation” discussion laboratories	Meeting and debate space, where through simultaneous tables the population lives a small space of policy labs where technicians, politicians and citizens talk about different topics of social interest.	The project team is currently considering how to gradually implement this recommendation.
4	Mun. of Fuenlabrada	Recommendation 2: Implement new spaces for co-governance	Meeting “Migrant heritage, shared future”	Creation of a space for meeting and training between the Table for the Coexistence and	The implementation of this

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				MUST-FuenLab to share the challenges to be worked on in order to generate spaces for coexistence based on personal experiences.	recommendation will be finalised at the end of 2024 or in the beginning of 2025.
5	Mun. of Fuenlabrada	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	MUS-FuenLab Podcast	A podcast will be launched by MUST-FuenLab participants to talk about topics of interest to citizens, intercultural aspects, and to be a link between the administration and citizens.	The production of the podcast is being coordinated with the Communication dept. and the municipal radio company. Launching is foreseen at the end of 2024 or beginning 2025.
6	Mun. of Fuenlabrada	Recommendation 4: Generate spaces and training sessions	Trainings in interculturality	Training in interculturality and strategies for the care of migrants or people of migrant origin.	1 training pill per month with the following contents: -Introduction to Interculturality. -Strategies of Attention to Migrants. -Rights and Resources for Migrants.

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					-Practical Cases and Successful Experiences. The first training will take place in November 2024.
	Mun. of Fuenlabrada	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	Protocol for communication in social networks and social networks	Development of a protocol of recommendations to be taken into account when communicating and disseminating activities and actions aimed at the young population, especially the racialized population.	The participants of MUST-FuenLab have generated the first recommendations for communication, which are being evaluated and worked on by the dept. of Communication.
7	GAM	Recommendation 4: House of Hospitality	Coordinating the creation of a House of Hospitality	Together with the local actors (associations, migrants, institutions..), the Metropole should coordinate a House of Hospitality to better welcome and integrate migrants locally.	Depending on result of the study and political approval, the House of Hospitality will be created in an existing building in a preliminary temporary phase (step 1) and a

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					permanent phase (step 2)
8	GAM	Recommendation 5: Other actions identified	Information on housing offers	Raise awareness of existing initiatives by solidarity-based groups and associations to promote access to housing, and enhance the value of/support volunteer initiatives in the accommodation sector, by inviting people to institutional meetings, and by offering a place to listen to people, communicate and raise awareness	The Housing department is planning on renewing their website in order to provide easier access to housing information. They are also considering using the PL methodology for this.
9	Mun. of Livadia	Recommendation 1: Improvement of skills (digital, vocational, hard and soft skills)	Conduction of vocational and digital courses with the cooperation of the Municipality's Lifelong Learning and Education Department.	According to the action plan “Lifelong Learning Centers – New Phase”, several non-formal educational programs will be implemented for vulnerable groups. Migrants, and residents of hard-to-reach areas to empower them with new skills (both soft and technical) and knowledge.	Once approved by the state (Programs are expected to be renewed for 2024 *update: no further information about the approval of the programs (05/10/2024)
10	Mun. of Mechelen	Recommendation 7: Prioritize diversity as a topic in secondary	Double interview with a school principal and the MUST-a-Lab project officer.	The municipality does not have direct authority over schools but can ‘nudge’ the schools in a certain direction. For	The interview appeared in the June edition of the

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		schools and systemic approach to it		this reason, considerable funds have been allocated to the topic of diversity and it was decided to promote diversity as an important topic for schools in the city magazine.	city magazine.
11	Mun. of Mechelen	Recommendation 5: Invite students of Thomas More (local college) to a visit to the secondary school Ursulinen	Invite students of local college to visit a secondary school.	The idea is that students of the teacher training program could learn a lot from primary and secondary schools that implement a diversity policy successfully. The city (education department) can facilitate the communication between the local college and the schools.	The professor in charge of the teachers training was put in touch with the secondary school. The project team tried to expand on this cooperation (other schools) but received no reply from the college.
12	Mun. of Modena	Recommendation 1: Communication and availability of information on services	Map “Modena per tutti” (interactive digital map)	An interactive digital map, following the example of the interactive map with free sports areas.	The digital map should be done by end of 2024.
13	Mun. of Modena	Recommendation 4: Sport as tool for integration	Mini course of rugby	Mini rugby course for CPIA (Provincial School for Adults) students (specially unaccompanied minors)	To be completed in November 2024
14	Mun. of Modena	Recommendation 2: Italian language	Workshop “How to repair a bike”	Workshop for CPIA students, so they can learn Italian thanks to a practical and useful activity.	To be completed in November 2024
15	Mun. of Modena	Recommendation 2:	Mini course of cycling	Course for CPIA students (specially	To be completed

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		Italian language		women) to learn to ride a bike.	in November 2024
16	Mun. of Modena	Recommendation 5: Knowledge and participation of citizens with a migration background in voluntary associations	Training for Sport clubs staff about anti-discrimination (CITIES)	The Municipality of Modena with another Eu project called “Cities” want to improve the training about interculturalism and against discriminations. One of the target group will be the staff of sport clubs. Sport and Youth Office can cooperate for this project.	In summer/autumn 2024 the trainers have collected the training needs by questioners and interviews. The training course in planned in 2025.
17	City of Vienna	Recommendations from micro-experiment ‘School-café	Roundtable on intercultural parents’ cooperation organised by the “Focus group on children's and youth's rights of the City of Vienna”	City of Vienna Departments for Integration and Youth, Social Affairs, Education and Youth, Child and Youth Welfare, Kindergartens, Ombudsoffice for Children and Youths and Human Rights Office as well as Education Directorate and Ludwig Boltzmann Institute for Fundamental and Human Rights Associations/NGOs (parents’ associations, parents’ workshop, AFYA, FEM, fair play teams, youth centres, associations for children's rights, social welfare, ...) Children's rights network key note speakers:	To be completed on the 13th of November 2024

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				<p>* Mag. Dr. Assimina Gouma, Vienna University of Teacher Education, Institut Urban Diversity Education, Departement Socio-cultural Dimensions</p> <p>* Daniel Reifert, Managing Director of PROSOZ Vienna - Association for Professional Socio-Pedagogical Care</p> <p>* Gabriele Heinsich Hosek - teacher and former Minister of Education of Austria</p>	
18	City of Vienna	<p>Recommendations form micro-experiment ‘Social Media Campaign on Human Rights’:</p> <ul style="list-style-type: none"> • See young people as experts on the reality of their lives • Don’t consider young people as a homogenous group • Take low-threshold approaches when engaging youngsters • Set up a human rights editorial team by and for young people • Cooperate with additional partners 	<p>Awareness raising campaign about human rights for adolescents and young people on social media and beyond.</p> <p>The content is developed together with the target group.</p>	<p>The goals is to promote participation of young people, enhance their agency and ideally enable peer-to-peer human rights education.</p> <p>Human rights are discussed through practical examples to make them more tangible and to take low-threshold approach that relates to realities of the target group.</p> <p>The entire campaign consists of several parts:</p> <ol style="list-style-type: none"> 1. two half-day workshops on human rights and social media with a group of approx. 15-20 young people 2. social media content that is produced together with young people 	<p>To be completed in October 2024 (Workshops on the 29th and 31st of October)</p>

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		<ul style="list-style-type: none"> • Provide financial and practical support for sustainably promoting and anchoring human rights 		<p>and then posted on the project partners' channels</p> <p>3. low-threshold, multilingual key messages about human rights in the form of visualisations that can achieve a wide reach online and in print.</p> <p>The aim is to fight the growing polarisation of society and the declining trust in democracy and public institutions to increase human rights education and thus civil courage and the willingness to stand up for human rights and fight discrimination and social segregation.</p>	
19	City of Vienna	Recommendations from micro-experiment "How's that job working out?"	Continuation of organising excursions to local companies to offer job perspectives for young adults	<p>This micro-experiment will be embedded in a larger strategy related to the expansion of the educational programme for young people entitled to asylum and subsidiary protection. The Vienna Youth College run by the City of Vienna and Public Employment Service Vienna has 5,000 places per year and is part of an intensive programme supported by the federal government. The programme enables young people to gain qualifications through language and basic education. The goals are sustainable integration</p>	The programme starts in November 2024 (tbc)

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				<p>into the labour market and a quick, self-financed and self-determined life. The role of the district of Meidling (where the experiment took place) will be to expand cooperation with partner organisations that specialise in job perspectives for young adults and with local businesses/companies who are willing to host excursions or offer internships.</p>	
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Not yet implemented recommendations

The table below shows recommendations that have not resulted in an action within the action plan.

	Local authority	Recommendation	Description	Actions taken	Actions planned
1	Mun. of Modena	Recommendation 3: Labor law	<p>We found out that all technical and vocational high schools already have projects and labor law for their students.</p> <p>We may propose some training for the refuges, but the language and the specificity of the topic are a great barrier in approaching migrants on this topic.</p>	Meeting with	At the moment no further specific actions planned

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2	Mun. of Modena	Recommendation 6: Work for foreign students	It was clarified that the university cannot activate a job search service, but it can cooperate to its constitution. UNIMORE can try to improve schedules and increase the number of italian classes so that the lack of knowledge of italian language is not an obstacle if finding a job at the end of the studies. It was also decided to promote better Informagiovani withing foreign students, so that they can be oriented in the city services offers.	Meeting with University	Promotion of Informagiovani services within foreign students.
3	Mun. of Livadia	Recommendation 4: Formation of migrants' councils and networks	A Migrants' Council for Integration is established and operates in big Greek Municipalities, as foreseen in article 78 of the Greek Law 3872/2010. However, due to legal obstacles, a Migrants' Council for Integration cannot be easily established in smaller cities i.e. Livadia for several reasons. These include the absence of recognized associations for the representation of migrants and/or refugees in the area, lack of interest from associations and	Over the previous years - implementing two programmes for the promotion of migrants' social integration (IncluCities and MUST-a-Lab) - we kept on informing migrants during our meetings about the advisory role of a Migrants' Council and that a prerequisite for the formation of a Migrants' Council was the establishment of formal associations of foreign communities in our town. Detailed instructions were given	No further actions planned.

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			<p>residents, and an extremely low percentage of migrants and/or refugees residing in the area, making it impractical to form a council.</p>	<p>to migrants what actions to follow to form a formal association. To be noted that an ex vice-mayor had even committed to covering the costs of the administrative formalities so that they could be granted the legal association status. However, migrants did not take the necessary actions.</p> <p>In addition, we informed the migrants that alternatively, they can register themselves in existing official associations of foreign communities based in Athens. In this way, they can also participate in the Migrants' Council to be formed. Having contacted other small Greek cities, they let us know that this is the solution they found to overcome obstacles and form a Migrants' Council in their Municipality.</p>	
4	Mun. of Livadia	Recommendation 2: Informative sessions	The plan was to organize informative meetings with migrants, stakeholders, and local authorities,	Given the fact that the objective of these informative sessions was to increase the information	The provision of information to migrants is a

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			<p>but the Project team faced some challenges that prevented them from organizing these sessions. The project team had the feedback from migrants and stakeholders that they participated in some kind of informative sessions through their participation in the four Policy Labs conducted. They felt that they had the need to interact in a different way.</p>	<p>provided to migrants, the Project team struggled to increase the communication channels which provide migrants with the required information. So, necessary actions are regularly taken to ensure migrants' accurate information. Specifically, the Facebook group "MUST-a-Lab Levadia" and the Municipality's website are the main tools for the effective information of migrants and TCNs where they can also interact with stakeholders and public authorities. In addition, specific digital and printed cards have been produced with the basic administrative procedures required for migrants to facilitate their access in public services. These cards also have QR codes on them and they are available in public services and online (on the Facebook account). Their function is to provide all the basic information to migrants regarding steps they have to follow for their access to basic</p>	<p>continuous process being conducted also by the staff working in the Community Centre of the Municipality of Livadia. In addition, the Local Authority has committed that the update of the Facebook group "MUST-a-Lab Levadia" will continue to be done by the staff working in the Press Office of the Municipality.</p>
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				services (e.g. to obtain the personal security numbers, the tax identification number, to enrol in educational courses...)	
5	Mun. of Mechelen	Recommendation 4: Provide more funding for continuing education for teachers	Teachers in Flanders receive very low amounts of funding for continuing education while they are in dire need of skills and know-how in order to deal with diversity in the classroom.	Funding for teachers is under the authority of the national government. The new Flemish government (elected in June 2024) made the decision to cut the funding even more by abolishing 'education days' for teachers. The project team relayed the recommendation to the local Education department and they will consider making additional funds for free training for teachers.	No further actions planned.
6	Mun. of Mechelen	Recommendation 8: Produce the video and publish it	The idea was to produce the video "Mosaics in education" in order to promote diversity within the teaching force.	The project team received negative advice from the education department and the communication department about the production of the video. The video alone, without a larger communication campaign makes little sense. And a larger communication campaign from the city about the topic of diversity within the	No further actions planned

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				<p>teaching force was perceived as misplaced, since the city does not have direct authority over schools.</p> <p>The project team researched the possibility of making podcasts from the stories from youngsters (used to develop the scenario) but similar podcasts were just developed in the context of another project, “Culture clash”.</p>	
7	Mun. of Mechelen	<p>Recommendation 9: Launch a 'diversity barometer' in schools</p>	<p>The idea is to interview both students and teachers about perceptions of diversity in the teacher's room.</p> <p>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.</p>	<p>This idea has received negative advice from the department of Education. A diversity screening had been done in schools in Mechelen a couple of years before MUST-a-Lab, so it makes little sense to repeat it.</p> <p>Additionally, for such a 'barometer' to be useful, funds are necessary for actions based on the results. Such funding was not possible with current budgets.</p>	<p>No further actions planned.</p>

Discussion and conclusion

The 32 recommendations from the six local authorities (see D3.2 Collection of the Policy Recommendations emerging from each local Policy Lab) 53 actions were developed. Out of those 53 actions, 29 have been fully implemented, 17 have been partially implemented and 7 have not yet been implemented. This is, statistically speaking, a good result for Policy Labs, especially when considering that all together, the new policies will impact hundreds if not thousands of new migrants.

The main challenges related to the implementation of Policy Labs were:

- Policy area of recommendation lies outside of the department of the project team. For example: in Vienna and Mechelen, a lot of recommendations were related to the Education department while the project teams were part of the Human Rights Office and the Inclusion team, respectively.
- Policy area of recommendation lies outside the authority scope of a city. For example: continuing education for teachers falls under the Flemish government not under local authorities (Mechelen).
- Lack of dedicated budget (in the proposal) for implementation of the recommendations. The cities were very creative in their search for budget and many links were made with ongoing activities. For example: in Fuenlabrada the MUST-a-Lab project found its natural extension in the working of the Youth Council, the umbrella organisation Table for Coexistence as well as many other initiatives.
- Short time for implementation of the recommendations (March – October, with the long summer break in-between).

The factors that contributed to a successful implementation of the recommendations are:

- Committed individuals from the project team, the city administration, the elected officials and from PL participants.
- A small budget from the project team – some partner cities decided to shift their budget in such a way as to make financial room for the implementation of the recommendation.
- Identifying migrants' specific needs - customizing the content based on the specific needs of different groups (e.g., refugees, asylum seekers, economic migrants) ensures relevance and success.

Annex I

WP4 Diary – template

D4.1 Report on changed local strategies, describing how action plans and local policies integrated the solutions

- 1) Has the local context change in a significant way compared to the situation described in deliverable 2.1 (e.g. political context, integration strategies, national laws...)?
- 2) Which actions have you undertaken in order to develop an implementation plan for recommendations (e.g. meetings, policy procedures, events...)? Please fill out the table below.
- 3) Upload any supporting documents (e.g. meeting minutes, reports, other official documentation) to Google Drive.

Date	Description of the action (3-4 sentences)	Result of the action (e.g decisions taken, formal approval) (5-6 sentences)
	<p><i>Example: The project team met with the city director for youth and culture and the alderwoman for diversity and integration. The goal of the meeting was to present the recommendations of the policy lab group. This meeting was the first step in the procedure of validating the recommendations on the level of the municipality.</i></p>	<p><i>The project team made a short presentation of the recommendations. In the meeting it was agreed to:</i></p> <ul style="list-style-type: none"> ● <i>Prioritize recommendations 1 and 3 because of their importance in the local context.</i> ● <i>Involve volunteers in the implementation of those recommendations in order to lower the costs</i> ● <i>Promote all project activities on the website of the Youth, sport and culture department</i> ● <i>Write a formal action plan to be validated on the city council in March 2024</i>

- 4) Which actions have you undertaken in order to develop a plan to change integration strategies (e.g. meetings, policy procedures, events...)? Please fill out the table below.
- 5) Upload any supporting documents (e.g. meeting minutes, reports other official documentation) to Google Drive.

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Date	Description of the action (3-4 sentences)	Result of the action (e.g decisions taken, formal approval) (5-6 sentences)
	<p><i>Example: The project coordinator presented the project during the meeting of the workgroup diversity. The goal was to explore the possibilities of making the policy lab group a permanent discussion forum on integration issues. In the past, such a group existed but its activities stopped due to too many drop outs.</i></p>	<p><i>The members of the workgroup expressed enthusiasm about having a permanent discussion forum on integration but they weren't sure about the format of 'policy lab' . They tasked the project team with presenting the pros and cons of the policy lab approach in the following meeting.</i></p> <p><i>The members of the workgroup were particularly interested in the cost-benefit analysis for the methodology.</i></p> <p><i>It was also decided to:</i></p> <ul style="list-style-type: none"> <i>- consult the municipality's advisory councils about the structural integration of migrants in policy processes.</i> <i>-look for good practices on regional and national level</i>

ACTION PLAN FOR THE IMPLEMENTATION OF POLICY LAB RECOMMENDATIONS AND THE CHANGE OF LOCAL INTEGRATION STRATEGIES

- 6) Fill out the table below
- 7) Upload any supporting documents (e.g. meeting minutes, reports other official documentation) to Google Drive

Title of the action	Description	Organisation(s) and department(s) executing the action	Timeline	Dedicated budget	Results
<p><i>Example: validation of charter for integration</i></p>	<p><i>Together with... the city of... will develop a charter...</i></p>				<p><i>The charter will be validated during the city council of 15/11</i></p>
<p><i>Example: Agreement for continuation of mentorship programme</i></p>	<p><i>The city of... and the partners... agree to continue the mentorship to work programme</i></p>	<p><i>...</i></p>	<p><i>...</i></p>	<p><i>...</i></p>	<p><i>10 more mentees joined the programme in 2024</i></p>

D4.2 Report on structural continuation in different local contexts

- 1) What is the municipality’s vision about policy participation of migrants?
- 2) Which actions has the municipality been undertaking in the last 3 years in order to promote the political participation of migrants?
- 3) In which way can the policy lab as methodology contribute to the goal of including more migrants in local integration policies? What will be your strategy for embedding the policy lab methodology?

- 4) Which actions have you undertaken in order to structurally embed the policy lab methodology in your municipality? Please note that **follow-up meetings** with stakeholders and an **interactive workshop** are compulsory actions. Please fill out the table below.
- 5) Upload any supporting documents (e.g. meeting minutes, reports other official documentation) to Google Drive.

Date	Description of the action (3-4 sentences)	Result of the action (e.g decisions taken, formal approval) (5-6 sentences)
	<p><i>Example: Meeting with the head of Housing & economy to discuss the possibility of using the policy lab approach in his department. Finding housing for newcomers is a complex matter that no single institution has authority over. For this reason it could be a good case for a policy lab.</i></p>	<p><i>The project team presented the policy lab approach to the head of Housing and Economy. The department made use of several participatory methodologies, but it was mostly with professionals from the government sector and some private actors. Progress was made but there are several difficult issues. There was interest in trying a participatory methodology where newcomers would be included. The agreement was made to formulate a formal proposal and submit it to the management meeting in March.</i></p>

- 6) Describe how the policy lab as methodology became embedded in your municipality.

D4.3 Report on pathways towards continuations of transnational cooperation

- 1) Please note in the table below all the **network meetings** you took part in. Make sure not to report the same meeting in the Journal of Valorisation.
 The Journal of Valorisation is meant for dissemination and communication, i.e. we try to make more institutions learn about MUST-a-Lab.
 The network meetings are meant to persuade institutions to replicate the MUST-a-Lab experience, being through training or other kind of initiative.

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- 2) Please upload any supporting documents (e.g. participants lists, event websites, reports, photos) to Google Drive.

Title of the network meeting	Description	Date	Place	Organizer	Number of participants	Participants (organisations, country)