



INCLUSION MODEL

**ENHANCING INCLUSION MODELS FOR THIRD
COUNTRY NATIONALS IN LOCAL COMMUNITIES:
A PATH FOR INVOLVING LOCAL AUTHORITIES
AND CIVIL SOCIETY ORGANISATIONS**

Work package 2: Building up of “Inclusion Models”
Activity 2.3: Development of 3 Inclusion Models
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1. INTRODUCTION

The INVOLVE project develops and tests ten key factors to improving the inclusion and integration of third-country nationals in local communities. The Involve Inclusion Model is, therefore, an operational tool for local administrations and civil society organisations. The Model provides a range of proposals to increase opportunities for inclusion and integration, reduce inequalities, make local communities more welcoming, and encourage the participation of all citizens who live there.

The Model is being tested in the seven pilot locations of the Project, two in France, three in Italy and two in Germany [1]; these areas respectively represent the urban typologies of small, medium and large towns.

The seven case studies monitored and analysed cannot be considered to be fully representative of the majority of European cities. Nevertheless, despite the complexity of variables and differences encountered in the management of inclusion and integration processes of third-country nationals, the INVOLVE project allows us to highlight three key issues.

a. The **ten key factors**, initially identified as constituting the Inclusion Model, have been validated by more than thirty-five administrators and local stakeholders. They are confirmed as determining elements of the case studies monitored, albeit with a varying relevance depending on the contexts and processes found in the respective regions.

b. A number of differences emerge from all the initiatives surveyed. Some depend on the urban typology (small, medium-sized and large cities). Others, equally influential and decisive, depend on the specific features of the context: e.g local history and traditions, social structures, the political structures of local administrations, the level of participation and the degree of civic commitment from the local population.

c. From a methodological point of view, the Project made it possible to focus on a common need. In all the pilot locations it appears necessary to identify the main critical points and opportunities that characterise their respective local areas. In fact, local administrators and stakeholders involved, have committed themselves to identifying two or three priority areas of intervention – in the light of the Model's ten **thematic areas** – in order to develop a shared plan of action.

[1] Veynes and the Communauté de Communes du pays de Saint Aulaye (France); Paestum, Rovigo and Scicli (Italy); the urban areas of Pankow and Mühlenkiez in the city of Berlin (Germany).

2. THE INCLUSION MODEL (IM)

By model we mean a set of criteria that, in our opinion, should characterise a reception/integration experience to guarantee its quality with a good probability of success and replicability. The Inclusion Model (IM) is based on previous studies and experiences and has been discussed with the partners and local stakeholders until arriving at its final version.

It is essentially a **framework designed specifically for local authorities and third sector entities that want to implement good reception and integration practices.**

The IM features **ten key factors** (social aspects, organizational, motivational, administrative, economic, etc.) for an effective inclusion and reception system. Not all the factors must necessarily be present in the local context and not all to the same degree.

The IM is designed to be used in different urban contexts (small, medium and big towns).

The IM proposes a set of recommendations which can be adapted to the local context and needs and which allow the local stakeholders to plan and implement strategic actions to increase the inclusion of TCN in the respective community.

Its main goal is to support the civil society organizations and local authorities to improve the governance of hosting and inclusion activities. The model seeks to identify clear objectives and benefits of inclusion and hosting activities, and to assess the achievements using qualitative and quantitative indicators.

KEY FACTORS	DESCRIPTION	OBJECTIVES OF THE THEMATIC AREAS	INDICATORS
COOPERATION	Develop cooperation activities and strategies between various institutional levels, institutions and social bodies (associations, local committees etc.) and between social bodies	Guarantee services and resources (consistent with the local systems) facilitating meetings and co-planning activities between diverse communities (language, religion and culture), in order to get to know each other and combat any prejudices	Are services provided by the local authority and/or other organisations offering reception? Are staff dedicated to integration/reception within the local authority available? Are there other interested/available social stakeholders? Number of meetings organised to facilitate encounters
NETWORKS	Implement projects for the inclusion and integration of TCNs in the host communities, which are shared among various social subjects and that take into account the differences and similarities of the local areas	Raise awareness that reception and integration are an opportunity and not a burden	Is awareness increased? What type of initiatives/projects are there to promote inclusion?
AWARENESS AND EMPOWERMENT	Consists of preparing the project team and host communities for possible conflicts; develop inclusion, integration and diversity education skills in the project team and in the host communities, including seminars explaining the various forms of discrimination	Develop and implement a process of self-reflection and awareness on the part of the host community on the issues of cultural diversity, migration and reception; pursue an empowerment process for those facing discrimination	Are there opportunities for self-reflection? How many? Are there training activities for the project team? How many? Do individuals who have been discriminated against feel more empowered?

INFORMATION	Continuously provide the local community with information on the project's objectives and what is being achieved, both by the administration manager and by the managing entity, so that the effects in the local area (economic, cultural, social) are clearw	Reduce the risk of negative impacts (especially upon the arrival of new migrants) and pursue transparency in managing there sources provided by the project	Is there an information channel (meetings, newsletter, website, etc.) between those implementing the reception project and the local community? Is there an increase in approval among local populations for the implementation of inclusion/integration policies?
CULTURAL EXCHANGE	Organise meetings between local citizens and new arrivals Organise activities to carry out together (e.g.: environmental volunteering, redevelopment of public spaces, sports activities, culinary exchange, social events etc.) Organise initiatives with schools and cultural centres	Encourage social interaction and relationship building between local citizens and new arrivals to dispel any prejudices: help new migrants to understand the history, traditions and culture of the host community, and similarly to introduce the local residents to the culture of the newcomers	To what extent are TCNs involved in initiatives organised by the local community? No. of initiatives involving TCNs and the local community No. of initiatives proposed by TCNs
INVOLVEMENT	Promote the diversity of project staff and project recipients (TCN and host community), based on cultural differences, gender, race, migration background and disability etc.	Ensure that the opinions and needs of the staff and the beneficiaries of the project are taken into consideration in the decision-making process of the project activities	Is there a participatory process during the planning and implementation phase of the inclusion project? Have the project team's listening skills improved? Are there services in place to listen toTCNs' needs?

PUBLIC SERVICES	Promote the improvement of social, health, and education services, etc., responding to the new requirements of the local area	Use the services provided by the project to develop synergies with the various local social policies and resources; make the integration process compatible with the needs and generate opportunities for the local community, also supporting local businesses by creating new opportunities	No. of measures in different areas (education, housing, health, etc.) that take into account inclusion/integration aspects No. of services activated No. of work, training and job preparation activities implemented
AUTONOMY	Develop training activities and skills, which allow third-country nationals to autonomously find work and organise his/her civic life	Avoid any risk of “welfarism” or the creation of a dependency culture	No. of training courses aimed at TCNs To measure the increase in TCNs’ level of autonomy: no. of job applications submitted Personal initiative taken?
COMMUNITY HUB	Create a Community hub of continuous integration, a physical place for cultural exchange, shared learning and personal growth	Provide a stable point of reference for meetings between TCNs and the local community, where an office for migrants and new arrivals could also be organised	Is there an agreement between the municipality and other bodies to set it up? Is the physical location for the regional centre identified? Fundraising method Management method (meetings with citizens to introduce the centre, etc.)
RESOURCES	Have human resources (possibly with specific skills) and financial resources available	Develop permanent innovative activities, tailored to the needs of all sections of the community	Has there been an increase in the financial resources available in the region to fund inclusion projects? Are there staff dedicated to inclusion/integration projects within public and private organisations? How many?

3. USING THE INCLUSION MODEL TO INVOLVE LOCAL AUTHORITIES AND CIVIL SOCIETY ORGANISATIONS

The Inclusion Model (IM) with its set of key factors can be used as tool to help the partners in local settings to identify the path they need to take together in order to increase the integration of TCNs.

Participatory planning and the identification and involvement of the various stakeholders in the local context, are the “key route” for the correct use of the IM in order to increase the integration of the TCNs in the local community. Obviously different local contexts may have different situations associated with the ten key factors that are proposed in the IM.

Anyway any civil society organizations and local authorities can use the IM to involve other local stakeholders in analysing their context through the IM so defining the areas that can be considered priorities for their networked intervention.

Continuity of the activities of the network, as we will see in the next section, is another condition, as the IM can permit stakeholders to identify where first steps have to be done, but in order to achieve effective progress in a context the path can’t stop with the first steps. The IM can be used further on as a tool for monitoring the progress, identifying critical issues and planning together the next steps to move ahead towards a better inclusion.

With continuity, stakeholders can evaluate their intervention and decide for example if they want to improve on those areas that were initially considered priorities or if they have solved those priorities and want to address other areas of the IM.

For the initial phase of participatory planning, the INVOLVE project has proposed three basic steps, providing the partners with specific forms and support to facilitate this process.

FIRST STEP

For those organisations interested in involving stakeholders, local authorities (LA) and civil society organisations (CSO), the first step is the correct **preparation of the co-planning**

activities with stakeholders. The organisations can use the IM to map strengths and weaknesses of the area in the light of the ten key factors of the Model. This initial context analysis makes it possible to identify the strategic fields of action for the local context to be proposed to local stakeholders. Working this way will help to reinforce the inclusion of TCN. First step includes of course the **identification of stakeholders** to be involved.

SECOND STEP

The second step is to establish the availability of local stakeholders, LA and CSO, to work on co-planning activities, and define with them where to start to act together.

In the second step, stakeholders together deepen the analysis of strengths and weaknesses of their area, in order to arrive at a **shared ranking of key factors of the IM in their context**. The ranking is in order of relevance, the areas that are perceived as the most problematic in the local context are in higher positions. For example, if a local context has already a strong territorial center/community hub, also if this element was traditionally very important for inclusion, the stakeholders can decide that is not a priority now and that is more relevant to use the opportunity of the network to work together on other thematic areas of the IM as these areas are perceived as currently more problematic than the others, requiring a coordinated effort to be solved.

Using the ranking as a basis, stakeholders can select the priorities, and define the **main fields of action** that can be realistically addressed together by the stakeholders, sharing their own resources, in order to reinforce inclusion of TCN in the local context.

Having defined shared context analysis and consequent priorities, stakeholders can start to **define concrete activities they can realistically carry out together in order to solve the problems in the priority areas of the IM they identified in their context analysis**.

THIRD STEP

The third step for the stakeholders is their participatory planning on the two main fields of action that emerged as priorities.

The stakeholders not only define activities

and objectives that can be achieved together in a specific timeframe, they also define:

- a. The expected impacts on the community if the planned objectives are achieved.**
- b. The main risks their network in their local area may face for achieving the planned objectives.**
- c. The most adequate actions to take, in order to mitigate these risks.**

As we will see in the next section these latter elements, together with the shared context analysis, will form the basis of a constant monitoring activity of the activities of the network.



TABLE 1. STEPS OF PARTICIPATORY PLANNING

<p>STEP 1: PREPARATION OF CO-PLANNING ACTIVITIES</p> <p>LCHs prepare initial context analysis and identify stakeholders. (Tool A: strengths and weaknesses of the area in the light of the ten key factors of the Model)</p>
<p>STEP 2: CO-PLANNING ACTIVITIES WITH LOCAL STAKEHOLDERS BASED ON STEP 1 ANALYSIS AND RESULTS</p> <p>LCHs and stakeholders discuss strengths and weaknesses of their local context in light of the ten key factors (Tool Abis). Stakeholders codefine a ranking of the areas of the IM. On this basis stakeholders identify 2 priority areas, strategic fields of action for their local context and define activities to intervene realistically as a network on these two main fields of action (Tool B)</p>
<p>STEP 3: LCHS AND STAKEHOLDERS TAKE FINAL DECISIONS OF CO-PLANNING ACTIVITIES</p> <p>LCHs and stakeholders further define the activities they are co-planning, considering (Tool C) expected impacts, risks for their achievement and consistent actions they intend to undertake together in order to mitigate such risks.</p>

* See annex 2 for tool A, Abis, B, C

4. USING PARTICIPATORY MONITORING AND EVALUATION OF THE IM TO GIVE CONTINUITY TO THE INVOLVEMENT OF STAKEHOLDERS

In order to develop the full potential of the Inclusion Model, the involvement of stakeholders can't be limited to use this tool only to orientate initial planning.

Stakeholders can achieve continuity of their coordinated activities if they use the IM for monitoring the achievement of their objectives and evaluating the progress made within their context, updating the context analysis.

This can permit the network to reassess their priorities thus defining new activities to be done in future.

The basis of participatory monitoring and evaluation are set in the way they build their planning. At the end of the participatory planning, stakeholders can rely on important outputs that can prepare the basis for monitoring and evaluation, allowing them to be more autonomous for their future network activities on the local context.

As we have seen in the previous section, in their participatory planning, stakeholders achieve a **shared map of strengths and weaknesses of their local context regarding each of the ten key factors of the Inclusion Model**.

Based on this shared context analysis, stakeholders achieve a **shared ranking of the key factors**. From this ranking they select the priorities, the **main fields of action** on which they want to intervene strategically as a network. They then identify for each field of action, the coherent **objectives of the activities** to be realistically achieved together in order to reinforce the inclusion of TCN, arriving to state the **expected impacts** of these activities on their community.

Through the participatory approach they also achieve a **shared map of the risks** the activities they are planning could encounter, undermining the success of their collective efforts. Based on the collective map of the risks, stakeholders define their commitment

on specific **actions to mitigate these risks**.

Of course **mapping these risks is more than a mechanical exercise**, as they share knowledge about the possible sources of failure that can come from inside and outside the stakeholders' network.

Using the IM through participatory approach, then, on the one hand, permits

stakeholders to define permanent and innovative initiatives tailored to the current needs of the community; on the other hand, the outputs of participatory planning allow stakeholders to monitor and evaluate the implementation of activities and to correct current activities and define new activities in future.

The definition of expected impacts can permit to **measure not only the mere outputs of the activities but the wider effectiveness of the network**.

The definition of actions for the mitigation of risks can permit to **monitor the commitment of the actor in overcoming the factors that undermine collective efforts in the local context**.

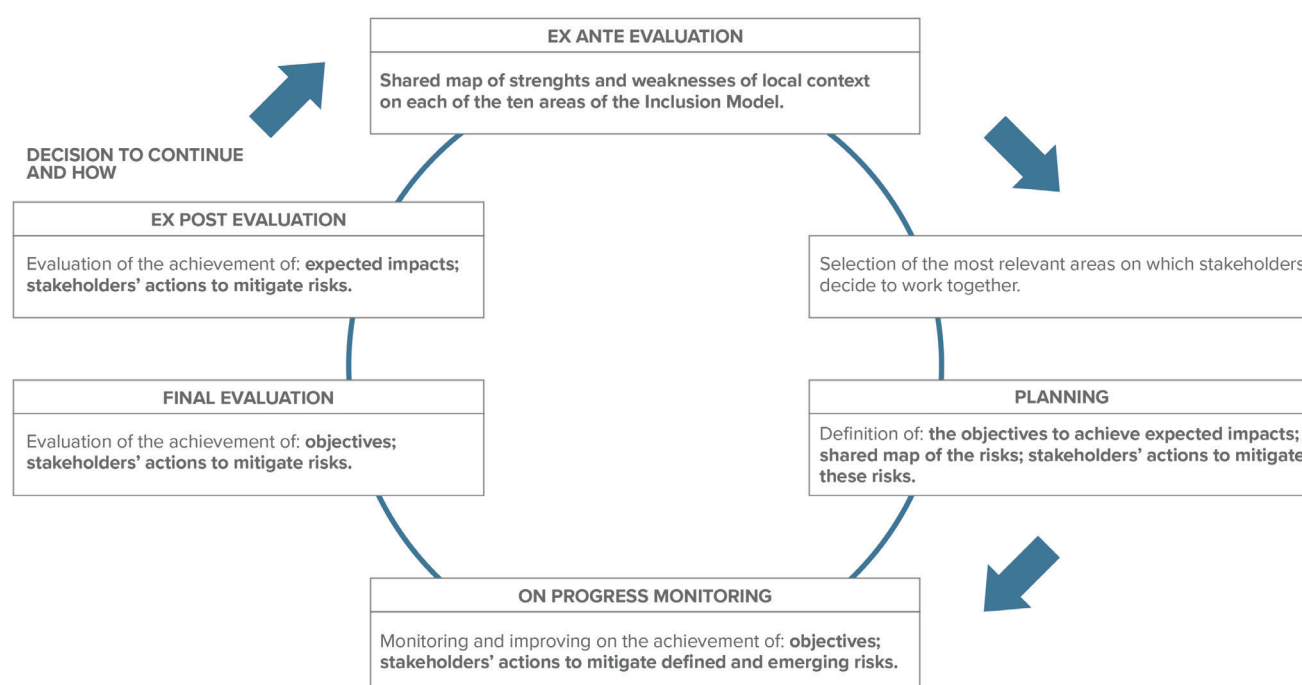
These elements permit **periodic assessment of critical issues, both coming from internal (actions not practiced by partners) or external sources (new contextual conditions that lead to a review of the local action model)**.

On this aspect, the future engagement of stakeholders can build on a more structured analysis of what has been done in the past.

Participatory monitoring permits to identify critical issues and correct the route, but also to identify the achievements and the challenges that have been successfully faced together by the stakeholders. Building the conditions for the monitoring and evaluation can then reinforce mutual trust and **commitment in the network of stakeholders identifying not only the problems to be solved but also collective achievements**.

If participatory monitoring is used correctly, assessing mutual trust, the network can decide to continue its cooperation not only improving their actions on those priority areas they initially selected to start their activities but also on the other remaining thematic areas of the IM, possibly identifying and involving new actors in the local context.

PARTICIPATORY MONITORING AND EVALUATION OF THE INCLUSION MODEL



With the participatory approach in the use of the IM, as we have seen stakeholders carry out an initial **ex ante evaluation**, verifying the relevance and the feasibility of the initiatives they want to strt together in their local context. It helps to ensure that the initiative is as relevant and consistent as possible. Local administrators are able to identify the requirements for good integration and reception practices with respect to the features of the local context.

Through the definition of objectives, expected impacts, risks and mitigation activities of each stakeholder, the network defines the conditions for **ongoing monitoring** to periodically check the progress of the actions planned in support of the inclusion pathway. Monitoring the actions permits to ascertain if the project is developing as intended or if changes/improvements are required. The partners can define collectively how to monitor the progress of their collective initiatives, i.e. by means of a questionnaire sent to all the local stakeholders involved in the inclusion pathway.

Stakeholders have the elements for the **final evaluation** of their initiatives, verifying the

outputs and checking responsibilities.

Final evaluation is of course an essential step because it allows the results to be assessed and the work done to be analysed. Also for this type of evaluation, stakeholders can define tools such as questionnaires (both open-ended and closed-ended) and interviews.

Based on the final evaluation, stakeholders also have elements to go deeper conducting an **ex post evaluation**: through the shared map of strengths and weaknesses of the context and the expected impacts of their activities on the selected areas, partners can take into account the alignment between the results obtained and the needs of the area in which the inclusion initiative took place. The evaluation tools will be questionnaires and interviews to be conducted with the local community.

The model therefore envisages ways of evaluating the results achieved and the transformations brought about by the operative implementation of the IM.

Through the definition of the expected impacts (on a previously analysed context), the sta-

keholders involved in the process of inclusion between migrants and local citizens can be able to measure the changes brought about by the actions implemented and the knock-on effects on the community as a whole.

This ex post evaluation has also an internal dimension: basing on the assessment of their cooperation on solving defined and emerging risks they can assess their mutual trust and consciously decide to continue their path together. More importantly, partners can define the conditions to improve in order to maintain their trust for future collective commitment.

The main purpose of the **ex post evaluation** is to encourage the local stakeholder network to reflect on the changing characteristics of the local context. From this point of view, the follow-up evaluation allows stakeholders to verify on one hand if the project has triggered virtuous knock-on effects in the community and what are new conditions, on the other hand it permits to verify the trust in the composition of the network in order to take future steps together updating their context analysis.



5. IMPLEMENTING THE INCLUSION MODEL IN DIFFERENT CONTEXTS: SMALL TOWNS, MEDIUM TOWNS, BIG TOWNS

Participatory planning and monitoring around the thematic areas of Inclusion Model (IM) is the common operative approach that can be used in any local context.

Nevertheless, the size of the local community can be an important variable in the implementation of participatory planning.

The size of the community may affect not only different rankings of the ten key factors of the IM but also and especially some risks for the definition of the network, on the one hand, and the implementation of co-planned actions and their evaluation, on the other hand.

5.1 SMALL TOWNS

The size of a small town varies greatly from one country to another.

By small town, here we mean any agglomeration of up to 5000 inhabitants.

In small towns' experiences, differences among EU Member States are important in terms of migration experience - depending on whether a town is a point of entry, a point along the migration route or a point of destination. In terms of response to refugees and asylum seekers EU Member States are relatively autonomous in how they treat asylum seekers and refugees, resulting in wide disparities in approach.

In general and as the experiences of our partners shows, it can be said that far from the anonymity of large cities, the visibility of refugees in small towns triggers a process of mobilization of local authorities, municipal officials, local organizations and especially the population.

Generally small towns have a sharper demographic distinction between long term residents and foreigners. Many small towns face even the reduction of inhabitants and

long-term residents.

In spite of the common idea that in small towns everything and everyone is at hand, especially in small towns and in networks of small towns, physical isolation (deriving from lack of transport in certain areas) can be an important source of risks for integration and communication especially for migrants who are not autonomous in transportation and cannot afford private mobility.

Small towns operate generally more on interpersonal relationships and attachment to the area than on more traditional social assistance services, so that the local population is the main asset of small towns and rural areas making voluntary involvement of the persons essential.

Allowing long-term residents to be active and to engage in the integration policies of third-country nationals can compensate for small towns handicaps (low financial resources, desertification of villages, unemployment, etc...) and permits to invest on various activities that enable third-country nationals to engage in local life, create a supportive and friendly social network and gain autonomy in the community.

On the other hand the **frequent lack of full-time staff** leads often to feelings of fragmentation in the implementation of projects.

If the involvement of local population is a key asset in small towns, the inclusion can't rely only on volunteers resources and more professionalized mediators are needed as long-time residents and newcomers have to be trained and supported to reduce their prejudices, meet and enrich each other, and take part in the life of the city on an equal footing; specific activities have to be designed to allow third-country nationals to understand the community not only as friendly place but also from a work perspective, providing orientation about the employment opportunities in a rural, fragmented area where work opportunities are generally difficult to find.

Involvement of local residents and inclusion of TCN can get to a higher level only if authorities at local level support and assist this mobilization, and if a distribution of roles is defined with public services, i.e. social workers of associations subsidized by the State and the local population.

Without collaborative and networking activi-

ties in the area, the projects lose their meaning and efficiency, the actors voluntarily involved get tired and often arrive to burn out.

It is then essential to work in a network from the beginning of the project to its implementation, not forgetting evaluation in order to understand what to do better in future. Not only does this make for more efficiency, but also projects become stronger thanks to the use of existing resources in an area, furthermore in a small context where resources (human and financial) can be very limited.

In small towns, where human and financial resources may be limited, **cooperation and networking not just inside a single municipality but among municipalities** can be an essential factor for the successful integration of third-country nationals.

If institutional commitment of local authorities can have of course many benefits towards the solidity of networks in a single small municipality and among small municipalities, on the other hand this can also have side effects that have to be correctly faced. Institutional initiatives can be easily perceived as a “project of this municipality” with the effect that some of the other actors reject the project simply because of political prejudicial opposition.

Another risk is that often, especially in small contexts, **the staff and methodologies of institutional projects or initiatives can be perceived as distant from the features and habits of the population that self-organizes around integration.**

In small towns the difference between organisation and beneficiaries can be more visible, making room for the need to guarantee diversity in all aspects of the project (board, hub, actions), avoiding a sense of institutional top-down bureaucratic approach.

USE OF THE PARTICIPATORY PLANNING AND MONITORING FOR THE IMPLEMENTATION OF THE INCLUSION MODEL

As previously said the IM can be used in any local contexts. In small towns, where the actors tend to feel apparently very close to each other and where the communication seems to be easy and continuous, a particular additional effort seems necessary to be done on

sharing the importance of organising regular meetings among stakeholders in a structured way. Only in this way the investment on participatory planning on the IM can be particularly fruitful as it permits stakeholders to provide the mapping tools to monitor their path for the improvement of the inclusion of TCN and then share their resources in a more aware and trustful way.

Moreover regular meetings shouldn't limit to the use of IM only for the initial planning and its monitoring. IM should be used in a structured way also to conduct a participatory ex post evaluation, making the stakeholders able to define the conditions for the continuity of the network.

An additional effort to avoid fragmentation of the network in small towns, is that the leadership of this constant evaluation can't be left just to local authorities otherwise other actors, in the same municipality or in others municipalities of the network, may easily react with a prejudicial rejection as they feel it coming from different political orientation.

5.2 MEDIUM TOWNS

By medium-sized towns, we mean urban centres with a population of up to 200 thousand inhabitants.

Usually medium towns have one or more parts that grew out of the historical centre. Generally these **relatively new areas** grew rapidly near the big transport routes. These relatively recent parts of medium towns are more economically active, more populated, with a younger demographic composition and a higher presence of migrants.

Because of their fast recent expansion, often these peripheral areas can appear culturally anonymous and disconnected even for locals. Often migrants try to settle for longer periods in these new areas as they provide more working opportunities. Generally, in comparison with smaller towns, medium towns see a higher amount of TCN staying for longer periods. Often they settled a family. Medium towns are then increasingly interacting with the issue of **second generations of migrants.**

Organisations are generally more structured than in small towns and can rely on specific training of the operators about inclusion and integration processes in order to reduce the risk of conflicts between individuals or groups and to help TCN recognize and reach the opportunities and services in the area.

In comparison with smaller towns, associations in medium towns are generally more structured to provide specific assistance and support, the risk of a lack of effective communication among the actors is higher than in small towns. On the other hand **cooperation among associations, more than in smaller towns, is needed not only to share resources but especially to reduce duplication and especially to create a more solid and constant connection with the local institutions.**

In order to favor this continuity of relationship with local institutions on the needs of TCN, often in medium towns there is the need to give more visibility to these beneficiaries improving the understanding of their points of view and needs on the difficulties and opportunities of the context and its development.

The **creation of a specific community hub** can favor a more adequate map of needs so providing more correct answers. A specific center could also permit a clear reference for the issue of TCN integration that can be constantly visible by locals, institutions and TCN themselves.

In those contexts that already have a solid territorial center for migrants, the effort to increase the inclusion through the involvement of local stakeholders can focus also on other priorities. A stronger connection among the stakeholders can permit for example to give also more continuity to initiatives that offer TCN the opportunity to discover and know deeper the local culture and traditions favoring the interaction with locals in an approach of mutual development.

In medium sized towns, **cultural affective involvement of TCN** can appear less “natural” than in small towns and can rely on less opportunities and resources than in big towns. Support for understanding local history, monuments, traditions, can increase active participation in the social and cultural life of the host community and provide more elements for the achievement of the personal, social, affective, and working autonomy of the foreigners.

In this way, the network of associations that work on migration can increase their impact, gaining a connection with a **wider network of local organizations and institutions in the field of culture, education, and protection of natural and cultural heritage.** In other terms, efforts to achieve inclusion and integration seem to work best where widespread forms of reception are created in networks of actors and organisations from different policies, through an approach of community welfare multilevel governance.

USE OF THE PARTICIPATORY PLANNING AND MONITORING FOR THE IMPLEMENTATION OF THE INCLUSION MODEL

In medium towns, a cooperating network of associations using a participatory approach around the IM can permit sharing resources, avoid duplications and get a stronger relationship with institutions and associations from various sectors, reinforcing especially the relationship of traditional welcoming services with the fields of culture and education.

Anyway in medium towns, more than in smaller towns, networks can face the **risks of “apparent” commitment of actors and discontinuity.** Local authorities can for example be felt as present in the initial steps in which activities are defined but less present during the implementation and its monitoring.

Regular meetings on participatory evaluation and planning around the areas of the Inclusion Model can permit to reduce these risks.

It’s important that actors of the network do not just limit themselves to monitor and evaluate the achievement of the outputs of a single project they decide to work on together temporarily. **Regular meetings should involve local authorities on assessing ex post impacts, beyond the assessment of the single activities.** Maintaining regular connection with LA on updating the context analysis and on the evaluation of expected impacts can favor a more systemic approach. On this regular and systematic basis the participatory approach of the IM can fully gain its sense. A network that is able to continuously monitor the progress on the whole amount of areas included in the Inclusion Model is also more able to discuss it with local authorities, stimulating them, when necessary, for a more active approach.

5.3 BIG TOWNS

With big-sized towns, we mean urban centres with a population of more than 200 thousand inhabitants.

Of course big towns can vary greatly depending not only on their size but also on their socio-economic situation and their immigration rate. Big towns can also have different levels of interconnections with other countries causing different rates of foreigners living in the city for short or long periods for a variety of reasons from tourism, to study and work.

In general, if compared with smaller towns, big towns can count on a much **higher number of initiatives, projects, networks and non-profit organizations that are committed to assisting and orienting TCNs**, in particular the refugees who have arrived in the past 4-5 years.

Beyond this specific offer, big towns can also count on **options for newcomers from other countries**, such as social services and programs, legal counseling, language courses, language learning tandems, cooking together and making friend events.

This offer can come from a **great variety of organisations, from self-organised citizens to structured and institutional services**. Beside the variety of actors, big towns can present a **wide variety of networks** among the actors. Some of them may have different histories, from the ones that have long tradition to the ones that may last just for a single project. On this aspect, it's important to consider that the financing of many activities of a single organization may require the participation in forms of networks. It's not rare that in a big town a single organization is part of several networks of which not all the associates might not be aware of.

Another relevant feature of big towns, when compared with smaller towns, usually is their more efficient transport networks. A single organization may interact with people who do not necessarily come from the same area of the city.

On one hand, big cities can have different areas with very different features, some with a higher level of socioeconomic problems; on the other hand their variety of offers can be reached potentially from different areas.

In this variety of offers, single organizations

often try to define their identity, their target-groups, the needs they can meet, and the main services that differentiate them from the other organizations.

At the same time, organizations need to map other organizations' services in order to responsibly orientate people that manifest needs that can't be covered by the single association.

Because of the rapid change of demographic composition of the big towns and the consequently evolving variety of service offers, associations tend to be constantly: both internally in providing appropriate training to their staff in terms of counseling and orientation, and externally in building solid relationships with other reliable associations and stakeholders.

In big towns, the networks in which a single organization is involved can vary also in their extension. Connections can not only exist with other organizations in the local urban area but often with organizations that are active in other cities, not just in the same country but even in other continents.

When the focus is on the interaction of local long-term residents and TCN, the level of the district is essential. Usually big towns are subdivided in districts, each one with a local authority that is institutionally responsible for the governance of the services and associations in their context.

Also if seen at this smaller level, the activities of organizations which are specialized on cultural, social and volunteering activities in a district have some relevant differences if compared with the ones that are held in small towns. Generally, the districts in European big towns see a basis of old long-time residents interacting with the change of the demographic composition of the district, where TCNs are one of the groups among the variety of the new inhabitants of the district. Some areas of big towns can be more used to foreigners that can live in the city for different amounts of time for different reasons from study, work etc. In fact, because of different local policies (at district level), the inclusion and integration of TCNs is fostered in several ways in big towns.

Another important aspect is that while organizations try to act locally in the district to encourage a more personal relationship among the different groups that live in the area, in big towns people can easily try opportunities in other organizations, even in other

areas of the cities. With this higher possibility of discontinuity of relationship, in the big towns, **even at district level associations often mention the risk of the anonymity of relationships with the foreigners' users of a centre, as the relationships can be very vanishing and not continuous.**

In order to mitigate this risk, in urban districts associations focus on the need for a deeper training of volunteers on counseling and understanding of needs of TCNs. Furthermore, associations try to facilitate participation and empowerment of third-country nationals to take a part in community life.

This strategy by creating a diverse and non-homogeneous team can be very valuable especially when deciding on new activities, which should be adapted to the interests of the target group. In order to involve the volunteers and to make them part of the life of the organization or institution, associations are then often concentrated in the effort of organising regular team meetings. In other terms, **also at the level of the district, associations are constantly involved in practices of participatory planning. This co-planning is carried on not just with other associations but even internally** in order to create a team-network of new and old residents who feel equally responsible for running the activities and maintaining a positive atmosphere in the respective organization or centre.

USE OF THE PARTICIPATORY PLANNING AND MONITORING FOR THE IMPLEMENTATION OF THE INCLUSION MODEL

As previously said, the IM can be used in any local context. Anyway the implementation of the IM in big towns shows that some factors have to be addressed with special attention.

For single organizations in big towns networking is somehow everyday business. Networking with other associations is crucial to promote and define their identity among the great variety of offers and to know from direct experience the service of the others and responsibly redirect needs which cannot be answered fully by the single association.

In big towns associations which work on inclusion are often constantly involved also in internal participatory planning.

On this aspect the creation of a **specific**

network around the IM has to make more effort than in other contexts to find its mission and field of action among the multitude of networking activities.

In a big town, the involvement of the local administration is **probably an essential condition for the effective use of the IM.** The local level of the district can give more potential to initial participatory mapping of strengths and weaknesses on the ten key factors of IM. Building regular meetings with local authorities at district level can enhance the productivity of the monitoring and evaluation of the participatory co-planning around the IM, thus increasing the continuity of the network and its impacts.

Without the strong commitment of district LA, the participatory work on IM may finish to have a vanishing local definition and the network activity would be easily felt as one of the many in which a single association is constantly involved during its activities.

ANNEX 1: IMPLEMENTING THE IM IN THE PROJECT'S LOCAL HUBS

Each of the hubs have implemented the Inclusion Model through the same participatory method.

Local contexts can have very different features. Alongside the differences between categories/ types of urban center, peculiarities are equally influential and determining: local history, traditions, social structures, local government policies, levels of participation and civic commitment of the population, etc.

After a first step of preparation of Co-Planning activities, the hubs have identified the stakeholders and have played the role of facilitators of a participatory approach for the network.

Through this participatory approach, the stakeholders have first used the Inclusion Model to analyze their context. For each of the indicators, stakeholders together have mapped strengths and weaknesses of their context. This allowed the stakeholders to compare their opinion on the development of their context in relation to each indicator.

After the achievement of a **shared context analysis**, the stakeholders have produced a **shared ranking** of the thematic areas of the Inclusion Model.

This ranking is in order of relevance for the purposes of a coordinated intervention. In other terms the shared ranking can permit pointing out the priority areas of the IM that are considered to have the most pressing critical issues.

On the basis of these priority areas stakeholders chose the **two main fields of action** on which to actively involve the network, and the objectives on which realistically stakeholders can work together to improve the inclusion of TCN.

After the participatory identification of the main fields on which to work on as a network, stakeholders have defined the actions and objectives for their coordinated interventions, including the **definition of expected impacts, the main risks and coherent actions to mitigate the risks**.

This last step has set the basists for a plan of participatory monitoring and evaluation that can permit stakeholders to identify emerging problems and define solutions. After the end of the activities, it is crucial to update the shared context analysis and to elaborate new strategies for the network in order to increase inclusion in the local context.

In the following pages of this annex, we present for each hub a synthesis of:

- Network of stakeholders.
- The final ranking of the thematic areas of the Inclusion Model, as result of the shared context analysis.
- Main fields of action for the network of stakeholders.
- For each field of action: expected impacts, main risks and mitigation actions.

SAINT-AULAYE, FRANCE

NETWORK OF STAKEHOLDERS

- Elected representatives of the commune of St Aulaye.
- The general director of services of the community.
- The president of the commune community.
- The director of services of the commune of La Roche Chalais.
- The reception coordinator of the PRAHDA of St Aulaye (hosting and accommodation centre for asylum seekers).
- The president and a volunteer of the association Ami24Ouest.

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Cooperation
2. Cultural exchange
3. Public services
4. Resources
5. Community Hub
6. Information
7. Networks
8. Awareness and Empowerment
9. Involvement
10. Autonomy

MAIN FIELDS OF ACTION FOR THE NETWORK OF STAKEHOLDERS

First selected field of action: Cooperation

Through the set up an urban garden, open to all and a place of mutualisation for the various local actors.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: increase of empowerment of TCNs and local citizens.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: risk of low participation in community life.

Risks detected by the network:

- Human resource burnout.
- No continuation of Third country national.
- Trust between actors.
- Professionalization or institutionalization of the association.
- Volunteer disengagement.

Main mitigation actions identified by the network:

- Associating collective management time with concrete action time.
- PRAHDA: involvement of PRAHDA staff in transmitting and presenting involvement opportunities to newcomers.
- Ami24Ouest: expansion of the association's mission to support new people.

- Attention of the main project leaders to work together on well-shared objectives and to implement the quality of the projects.
- Have one of the association's moral members in charge of submitting applications for funding.
- Have a mixed governance college; to explain regularly to the council and the inhabitants the operational objectives of the project and highlight and promote the achievements.

Second selected field of action: Cultural exchange

Through the set up concrete activities that can be shared and that support the exchange of practices and cultures (meals, gardening, DIY workshops with recycled materials).

With the achievement of the expected objectives, an INCREASE of the following factors is expected: improving of relationship between local and migrant citizens.

Risks detected by the network:

- Overly top-down decision-making and action implementation.
- Staying in the multicultural field and not going intercultural.
- Exchanges remain in fairly restricted circle.
- To be categorised as a “project of this municipality” and therefore to have a part of the population that reject the project simply because of political opposition.

Main mitigation actions identified by the network:

- Open community hubs with harvesting of project desires and wishes collected each time.
- To guarantee diversity in all aspects of the project (board, hub, actions). “Transmission and training” times carried out by the different actors of the project.
- Use part of the garden's production for various local associative and cultural events in order to reach other inhabitants and volunteers.
- Community of Communes: no participation of the community of communes on the Board of the association, remains an “external” partner.
- Sem&Vol: maintain an open dialogue with all local actors, and do not lock into a privileged partnership with only a few local actors.
- To be represented by volunteers not affiliated with the municipal political majority group.

VEYNES, FRANCE

NETWORK OF STAKEHOLDERS

- Town hall (elected representative for culture and social affairs and mayor).
- Social Centre for Veynes (family referent).
- France Terre d'Asile (Director and educational team).
- Centre social rural de Veynes - Rural social centre from Veynes.
- CADA (reception centre for asylum seekers) de France Terre d'Asile (team).
- CPH (temporary accommodation centre) de France Terre d'Asile (Director + team).
- SIVU de Haute Marais - elected representatives of the villages of St Auban and Le Saix.
- La CIMAD (association of active solidarity and political support for migrants, refugees and displaced persons, asylum seekers and foreigners in an irregular situation).
- Cellul'ose and Lunambule (social worker working with the "game" as a pedagogical tool).

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Networks
2. Awareness and Empowerment
3. Cultural exchange
4. Cooperation
5. Resources
6. Community Hub
7. Information
8. Public services
9. Involvement
10. Autonomy

MAIN FIELDS OF ACTION FOR THE NETWORK OF STAKEHOLDERS

First selected field of action: Network

Through the implementation of projects for the inclusion and integration of third-country nationals in the host communities, which are shared between different social actors and which take into account the particularities and similarities of the territories.

With the achievement of the expected objectives, an INCREASE of the following factors is expected:

- Better visibility of the different actors in the community.
- Recognition of each other's missions.
- Promoting joint actions together.
- Increased communication.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: feeling of exclusion and struggle against exclusion.

Risks detected by the network:

- Lack of territorial visibility.
- Mobility difficulties.

- Political instability.

Main mitigation actions identified by the network:

- Participate in the forum of associations planned by the town hall and contribute to cultural events planned on the area, plan regular local events to remain visible and reinforce communication on our actions.
- Organise events and planning the event as close as possible to the public or planning to provide shuttles in the budget. Defend the maintenance of small transport lines. Enable the stakeholders to reach out, to visit, the third-country nationals and the local population.
- Keep the town hall representatives informed of our activities, invite them to take part in the different activities.

Second selected field of action: Awareness and empowerment

Through reaching out to employees of public institutions and associations that provide public services to offer training/awareness-raising days. Shared activities in the neighborhood.

With the achievement of the expected objectives, an INCREASE of the following factors is expected:

- Information on the rights of asylum seekers.
- Better understanding of intercultural relations.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected:

- Reduction in tensions due to misunderstandings/lack of information.
- Reduction in neighbourhood mediation interventions.

Risks detected by the network:

- Lack of information.
- Lack of visibility.
- Create some actions disconnected from the local realities.

Main mitigation actions identified by the network:

- Partnership with the association France Terre d'Asile: develop the facilitation of trainings to other stakeholders on the area.
- Partnership with Social centre of Veynes: organising a shared meal in the afternoon in the neighbourhoods, and taking part to "la grande lessive" (an event that tends to show creativity among the inhabitants).
- Adapt new activities to the needs of local stakeholders and articulate new activities to what already exist, and not multiplying disconnected activities.

PAESTUM, ITALY

NETWORK OF STAKEHOLDERS

- Maria Rosaria Picariello (City council member of the Municipality of Capaccio Paestum_Social Policy).
- Ettore Bellelli (City council member of the Municipality of Capaccio Paestum_Environment).
- Mariajosè Luongo (Representative of Paestum Archaeological Park).
- Djibri Dieme (Ortomondo Project coordinator).
- Anselmo Botte (The person in charge of FLAI/CGIL_Trade Union).
- Rocco Tasso (Representative of River Reserve Foce Sele/Tanagro).
- Maria Carla Indice (President of Kairos).

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Networks
2. Cultural exchange
3. Cooperation
4. Information
5. Involvement
6. Awareness and empowerment
7. Autonomy
8. Resources
9. Public Services
10. Community Hub

MAIN FIELDS OF ACTION FOR THE NETWORK OF STAKEHOLDERS

First selected field of action: Network

The existence of a strong and active network between not for profit associations, other civil society organizations and local authorities.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: the availability of better and more detailed information, and an improvement in the quality of activities and services provided by not for profit associations, other civil society organizations and local authorities.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: wasted effort and unhelpful or useless information.

Main risks detected by the network:

- Lack of contact with all local stakeholders.
- Interference by third parties in order to profit from hardship situations.

Main mitigation actions identified by the network:

- Training and information days in the local communities.
- Production and distribution of help-sheets for different needs; free information and advice on the services offered by the municipality and local associations.

Second selected field of action: Cultural exchange

This will be achieved through professional training courses, job start-ups, education activities and other training opportunities.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: mutual knowledge and understanding and consolidation of trust and respect between cultures.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: mutual misunderstandings and unfounded suspicions.

Main risks detected by the network:

- Failing to make the relationship permanent.

Main mitigation actions identified by the network:

- Voluntary work for environmental protection to verify commitment to maintaining ongoing relationships.

ROVIGO, ITALY

NETWORK OF STAKEHOLDERS

- Mirella Zambello - City council member of the Municipality of Rovigo_ Welfare.
- Erika Alberghini - City council member of the Municipality of Rovigo_ volunteering and youth policy.
- Francesco Verza – coach of the soccer team UISP.
- Federica Picelli – High School coordinator IPSIA “Enzo Bari Badia Polesine”.
- Anna Laurente – High School coordinator ENAIP di Rovigo.
- “Cooperativa Di tutti i colori” organization.
- “Cooperativa Porto Alegre”organization.

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Community Hub
2. Involvement
3. Cooperation
4. Public Services
5. Awareness and empowerment
6. Autonomy
7. Information
8. Cultural exchange
9. Resources
10. Networks

MAIN FIELDS OF ACTION FOR THE STAKEHOLDER NETWORK

First selected field of action: Community Hub

Physical place in Rovigo Town that can host a permanent local center based on needs emerging from the responses to the questionnaires.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: increased sense of belonging to the community, increased inclusion and collaboration between local and TCNs.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: prejudice against young people and foreigners, reduction of inequalities.

Risks detected by the network:

- Existence of similar places where service provision is less effective.
- The life span of the center. The center will have to continue to function beyond the duration of the project.
- Local authorities fail to listen properly to the voice of local people, and are unable to deliver practical solutions that meet the needs of local people.

Main mitigation actions identified by the network:

- Partners can promote the presence of the local center among their contacts and specifically address the target users.

- The administration in collaboration with the partners must ensure the continuation of the center.
- Each partner will be able to use the local center as a space to promote their own activities, thus guaranteeing a continuous calendar of proposals/meetings/activities.
- Maintain a constant dialogue with the administration and bring timely requests through the presentation of precise data collected through the actions of the partners that highlight the real needs and requirements of the community (e.g. questionnaires, online meeting and voluntary activities at schools and in certain neighborhoods, etc.).

Second selected field of action: Involvement

Through the greater involvement of the target group of the project (second generations) to understand their real needs in order to be able to carry out practical and timely actions.

Create a survey questionnaire about the habits and needs of the beneficiaries. The survey will be administered jointly with the help of the partners to analyze and discuss the answers and the data that has emerged.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: involvement in community decision-making processes, greater awareness of real needs.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: feelings of exclusion and marginalisation, reduction of inequalities.

Risks detected by the network:

- Failure to engage partners fully.
- Risk that beneficiaries might disengage.

Main mitigation actions identified by the network:

- Discussion with the local administration to define priorities and areas of intervention through regular meetings (e.g. periodic round tables about specific topics).
- Benchmarking with the subjects /partners who work in the area to promote shared projects and actions.
- Sharing of contacts among stakeholders to enhance and promote the involvement of the most active participants.

SCICLI, ITALY

NETWORK OF STAKEHOLDERS

- Angelica Summa (The person in charge of Coop Filotea, reception centres of Marina di Ragusa).
- Emanuele Bellassai Ettore Bellelli (The person in charge of Coop Filotea, reception centres of Ragusa Ibla).
- Zaela Mania (Opera Diaconale metodista).
- Melisa Verdirame (Opera Deacon Methodist).
- Latifa (The person in charge of Islamic Communities).
- Francesco Sciotto (Pastor of the Methodist Church).
- Pinella Galanti (The person in charge of Auser/CGIL _Trade Union).
- Giovanna Scifo (Representative of Mediterranean Hope).

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Community Hub
2. Cooperation
3. Networks
4. Public Services
5. Resources
6. Autonomy
7. Involvement
8. Information
9. Cultural exchange
10. Awareness and empowerment

MAIN FIELDS OF ACTION FOR THE STAKEHOLDER NETWORK

First selected field of action: Community Hub

Through a migrant help desk, preferably with the involvement of the local authority, in order to meet the needs of migrants and resident foreigners who find it difficult to integrate into the local community. The desirable goal is therefore the creation of a migrant help desk which could then be transformed into a permanent local center.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: increased ability to implement cultural exchange activities and better inclusion.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: misconceptions about migrants.

Risks detected by the network:

- Difficulty in sharing the identified needs.
- Tendency of individual associations to want to stand out from others in order to obtain advantages and to improve their visibility.

Main mitigation actions identified by the network:

- Schedule periodic meetings, including online, to identify problems as they arise, and try to solve them as quickly as possible to avoid the problems becoming systemic.

- The periodic meetings and the sharing of every common action should mitigate the risks of individuals or organisations becoming over-dominant.

Second selected field of action: Cooperation

Collaboration between no profit associations, other civil society organizations and local authorities is a crucial element to ensure both the functioning of local networks and services and activities that are consistent with the needs of the local community.

With the achievement of the expected objectives, an INCREASE of the following factors is expected: improving relations between associations and producing joint actions with a positive impact on the inclusion of migrants.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected: uncoordinated actions carried out by individuals with little relevance to the local area.

Risks detected by the network:

- Associations that lack unity and are not cohesive.

Main mitigation actions identified by the network:

- Actions to be carried out always in collaboration with everyone: social volunteering (after-school, Italian and English classes), environmental volunteering activities (cleaning of parks, beaches, portions of land, planting of trees).

PANKOW BERLIN, GERMANY

NETWORK OF STAKEHOLDERS

- Klaus Kalb, Bezirksamt Pankow von Berlin, Youth Department District Pankow.
- Olaf Nieschalke, Bezirksamt Pankow von Berlin; Leisure and Family Centre Upsala.
- Jens-Peter Sümnick, Bezirksamt Pankow von Berlin; Leisure and Family Centre Upsala.
- Förderverein Leisure and Family Centre Upsala.
- Kinder- und Jugendclub Go, Senefelder Str. (Children and Youth Club).
- KJFE Schabracke, BA Pankow (Children and Youth Club).
- W24, Wichertstr. Pankow (Children and Youth Club).
- Kinder- und Jugendclub An der Marie /Children and Youth Club.
- Emma Labahn, Inclusive Urban Gardening volunteer workshops at Leisure Centre Upsala.
- Frank Müller, Inclusive Theatre Workshops at Leisure Centre Upsala.

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Networks
2. Cultural exchange
3. Cooperation
4. Awareness and empowerment
5. Information
6. Involvement
7. Public services
8. Autonomy
9. Community hub
10. Resources

MAIN FIELDS OF ACTION FOR THE NETWORK OF STAKEHOLDERS

First selected field of action: Networks

Integration of volunteers through language, greater involvement of volunteers to learn language, application to BAFzA for special individual support (language acquisition) possible.

Resumption of international partnerships for youth exchange.

Planned application to the Telekom Foundation for technical equipment in order to enable virtual encounter, rehearsals and preparation of an actual face-to-face encounter.

Concept for the use of the requested technology is to be developed, virtual encounter can only serve as an accompaniment to the actual exchange itself.

With the achievement of the expected objectives, an INCREASE of the following factors is expected:

- Faster integration - volunteers would integrate faster (coupling language training and involvement). Volunteers could also participate in e.g. workshops offered by Upsala. Understanding/openness/sensitivity to new, different issues.
- Increasing acceptance - by involving as many social groups/representatives/individuals as possible, acceptance increases both regionally and nationally.
- Winning commitment - winning individuals, associations, and initiatives etc. who are willing to cooperate with us (also within the framework of their own goals) and to increase/expand the quantity as well as the quality of the offers.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected:

- Misunderstandings among different groups, lack of self-confidence and “loneliness” of volunteers.
- Reduction of problems such as “neighbourhood disputes”, scarce/low resources (human, financial) etc.
- We are “only” a children’s institution (we work with all generations regardless of origin, because they are important reference persons for children/our work reaches deep into society/everyone can be a partner of a children’s institution).

Risks detected by the network:

- General perception in the city.
- Perception only as a children’s facility.
- Burden for the neighbourhood.
- Volunteers in the shelter are lonely.

Main mitigation actions identified by the network:

- Joint activities (regional/national) with changing locations that convey the uniqueness of each individual partner, public relations, press work.
- Build trust in the facility, build reliability in the facility, choosing partners (regional/national), public relations and cultivating relationships.
- The specific character of those involved in the network and their contribution must be made clear, communication and public relations, linking voluntary services, vocational preparation and vocational training.
- Clearly emphasize mutual enrichment, communication and information; Involve as many residents’ interests as possible; information, communication.
- Cooperation of Upsala with Vineta 98, but waiting lists there for years. Gesobau as a possible partner; create a new network to improve this.

Second selected field of action: Cultural exchange

World map planned indoors, to be realized in the summer as part of the work-camp. Support additional projects e.g. in Upsala, smaller groups are better suited to enhance cultural exchange. A current initiative of the district office “Kiez gestalten” (“Shaping the neighbourhood”). High sensitivity required because discrimination is a reality, talks held with those affected.

With the achievement of the expected objectives, an INCREASE of the following factors is expected:

- General cultural education.
- Understanding for each other.
- Shared cultural sense of community, bond that lasts beyond the moment.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected:

- Avoiding cultural/religious misunderstandings (which may well lead to discrimination).
- Preventing parallel societies.

Risks detected by the network:

- Lack of sensitivity in perceiving the individual person with his or her identity/identities.

- Problems when trying to involve parents and important contact persons of the children.
- Insensitive handling of cultural or religious differences or problems in daily contact.

Main mitigation actions identified by the network:

- Provide a safe space, complementary offers, communication, mutual information.
- Openness, trust, attention (public appreciation strategies).
- Acknowledgement that not everyone can/wants to be reached, direct/ indirect involvement (social pedagogy), development of services.
- Advanced training/sensitization training, low-threshold daily exchange; prevent reproduction of stereotypes/clichés.

MÜHLENKIEZ, BERLIN, GERMANY

NETWORK OF STAKEHOLDERS

- Birgit Gust (Coordinator for Refugee Issues in the Office of the Integration Commissioner).
- Nina Tsonkidis (Integration Commissioner of the Pankow district).
- Susann Kubisch (Integration Manager).
- David-Pierre Gedalge, Youth Employment Agency Pankow.
- Training Programme Pankow.
- Violeta Cotado Torrubia, Youth Migration Service JMD.
- Reinhard Selke, Vocational and Training Counselling of Pankow Hilft.
- Gangway with the JobInn project, outreach youth social work on the topic of training, etc.
- Project Ayekoo, vocational coaching and placement of migrants.
- Marc Schneider, teacher at Gustave Eiffel School (welcome class).
- Heike Salchli, vocational coaching.
- Representatives of local employers.

FINAL RANKING OF THE INCLUSION MODEL INDICATORS / MOST RELEVANT

1. Autonomy
2. Resources
3. Involvement
4. Community hub
5. Awareness and empowerment
6. Cooperation
7. Cultural exchange
8. Networks
9. Public Services
10. Information

MAIN FIELDS OF ACTION FOR THE NETWORK OF STAKEHOLDERS

First selected field of action: Autonomy

Through the development training activities and skills, which allow third-country nationals to independently find work and organize their civic lives.

- “Education” facilitators for young people.
- Interest-oriented learning as early as possible (project-oriented / internship-related).
- Opening up for lateral entry and recognition of partial qualifications.
- Promotion and qualification for self-employment.
- Post-qualification in the profession to achieve recognised educational qualifications after starting employment.

With the achievement of the expected objectives, an INCREASE of the following factors is expected:

- The strengthening of intrinsic motivation in young people.
- A better understanding (external motivation) in the young people’s parental home and close social environment.

- Closer cooperation with local employers.
- Permeability of the authorities for the recruitment of migrants as the provision of jobs.
- Low-threshold paid entry into qualification in combination with language acquisition in the form of internships.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected:

- The reduction of social pressure (expectations).
- Reducing the frustration caused by overlong, repetitive training formats that are not adapted to the current level of knowledge.

Risks detected by the network:

- Anonymity.
- Unmanageability / unfamiliarity / lack of orientation.
- Lack of experience.
- Lack of positive references.

Main mitigation actions identified by the network:

- Closer individual vocational coaching already in the school context (clearly defined contact persons and confidants) for those concerned and their close social environment.
- Exchange of experience: between people with a migration background who have already gained positive experience on the German labour market (role model character).
- Network for internship opportunities to enable a greater understanding of the world of work through direct experience.
- Regular rounds of meetings.
- Podiums to promote the exchange of experiences.
- Regular networking rounds.

Second selected field of action: Resources

- Have human resources (possibly with specific skills) and financial resources available -.

- Longer-term support for migrant initiatives and places.
- Promoting structural exchanges between young people and older people with work experience in the context of inclusive leisure and work activities.
- Language acquisition in the form of internships, language training related to everyday working life.

With the achievement of the expected objectives, an INCREASE of the following factors is expected:

- Better networking of local actors.
- Flexibility and greater understanding of training, learning and career paths.
- Increased self-confidence and intrinsic motivation of those involved.

With the achievement of the expected objectives, a REDUCTION of the following factors is expected:

- Dependency on support structures.
- Sense of non-belonging in the labour market or not being successful in it.
- Not being able to incorporate own strengths and knowledge.

Risks detected by the network:

- Anonymity.
- Language barrier.

Main mitigation actions identified by the network:

- Increased networking. Being an active meeting place.
- Expanding the range of language training in vocational contexts / internships.

ANNEX 2: TOOLS FOR PARTICIPATORY PLANNING

TOOL A

The Inclusion Model is based on previous studies and experiences and summarizes 10 condition indicators/areas for an effective inclusion and reception system. Not all indicators must necessarily be present in the territory and not all with the same intensity.

In this document, we ask you to briefly assess the conditions in your territory with respect to each indicator.

This reflection can be an effective basis to be shared with local administrators and stakeholders to initiate operational discussions about the model.

SUMMARY INDICATOR 1: COLLABORATION

Description:

Collaboration:

- Between the various institutional levels.
- Between institutions and social subjects (associations, local committees, etc.).
- Between social subjects.

Objective:

- Guarantee services and resources, consistent with the territorial system.
- Facilitate meetings between communities of different languages, religions and cultures, to get to know each other and dispel any prejudices.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?

(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?

(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 2: NETWORKS

Description:

Implement projects for the inclusion and integration of TCNs in the host communities, which are shared among various social subjects and that take into account the special features and similarities of the territories.

Objective:

Raise awareness that reception and integration are an opportunity and not a burden.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 3: AWARENESS AND EMPOWERMENT

Description:

Consists of preparing the project team and host communities for possible conflicts; developing inclusion, integration and diversity education skills within the project team and in the host communities, including via awareness-raising seminars explaining the various forms of discrimination.

Objective:

- Pursue a process of self-reflection and awareness within the host community on the issues of cultural diversity, migration and reception.
- Pursue an empowerment process for those facing discrimination.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 4: INFORMATION

Description:

Continuously provide the local community with information on what the project provides for and what it is realising, both from the responsible administration and the managing entity, so that the effects in the territory (economic, cultural, social) are clear.

Objective:

Reduce the risk of negative impacts (especially upon the arrival of new migrants) and pursue transparency in managing the resources provided within the project.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 5: CULTURAL EXCHANGE

Description:

- Organise meetings between old and new residents.
- Organise activities to carry out together (e.g., environmental volunteering, redevelopment of public spaces, sports activities, culinary exchange, parties, etc.).
- Organise initiatives with schools and cultural centres.

Objective:

Encourage mutual acquaintance to dispel any prejudices: help new migrants to understand the history, traditions and culture of the host community, and similarly introduce the old residents to the culture of the newcomers.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 6: INVOLVEMENT

Description:

Foster diversity among project staff and project recipients (TCNs and host community), based on cultural differences, gender, race, migration background and disability, etc.

Objective:

Ensure that the opinions and needs of the project's staff and the recipients (beneficiaries) are taken into consideration in the decision-making process of the project activities.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 7: IMPROVEMENT OF PUBLIC SERVICES

Description:

Promote the improvement of social, health, and education services for everyone (both old and new inhabitants) by responding to the new requirements of the territory.

Objective:

- Use the services provided by the project to develop synergies with the various local social policies and resources.
- Make the integration process compatible with the needs of the local community while generating opportunities for the same, as well as boosting local economic sectors.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 8: AUTONOMY

Description:

Develop training activities and skills, which allow third-country nationals to independently find work and organise their civic lives.

Objective:

Avoid any risk of “welfare traps”.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main STRENGTHS of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main WEAKNESSES of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 9: TERRITORIAL CENTRE

Description:

Create a Territorial Centre of Permanent Integration, a physical place for meeting and exchange.

Objective:

Provide a stable point of reference for the meeting between TCNs and the community, where an office for third-country nationals could also be organised.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main **STRENGTHS** of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main **WEAKNESSES** of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

SUMMARY INDICATOR 10: RESOURCES

Description:

Have human resources (possibly with specific skills) and financial resources available.

Objective:

Develop permanent innovative activities, tailored to the needs of the community.

With regard to the current reception/integration system, how developed do you consider your territorial context to be with respect to this indicator on a scale from 0 to 10?

1 2 3 4 5 6 7 8 9 10

What are the main **STRENGTHS** of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

What are the main **WEAKNESSES** of your territory with regard to this model indicator?
(min. 400/max. 1500 characters including spaces)

TOOL A BIS

In this document, we ask you to report any in-depth analyses or changes that emerged with respect to the context analysis that you carried out as a hub in Annex A.

We remind you that the Inclusion Model is based on previous studies and experiences and summarises 10 condition indicators/areas for an effective inclusion and reception system. Not all indicators must necessarily be present in the territory and not all with the same intensity.

(Tool Abis asks the same questions of tool A but this time to the group of stakeholders. From this participatory context analysis, a shared ranking of the thematic areas of the IM is produced and the main fields of action are chosen by stakeholders).

TOOL B

In accordance with the considerations you made in Annex A on the individual areas of the Inclusion Model, in this document, we ask you to select the areas of the model and the activities that are realistically achievable in the territory.

This reflection can be an effective basis for stakeholders to initiate an operational process in order to empower the territory.

Starting from your context analysis, propose a general ranking of all ten areas, indicating those you consider “most relevant” and “least relevant”, in your territorial context, in order to realise the “definitive” Inclusion Model (avoid assigning all indicators the same position).

1. (the most relevant)
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
10. (the least relevant)

Identify the two areas that you consider to be the most useful and urgent to propose working with local administrators and stakeholders in order to increase the integration capacity of your territory.

- 1.
- 2.

With regards to the 1st identified area, what do you intend to implement together with local stakeholders? (min. 400/max. 1500 characters including spaces)

With regards to the 2nd identified area, what do you intend to implement together with local stakeholders? (min. 400/max. 1500 characters including spaces)

TOOL C

With regard to each of the two areas on which you have decided to work together with the stakeholders, in this document, we ask you to list:

- The impacts you expect on the territory if the planned objectives are achieved.
- The main risks you envision for achieving the planned objectives.
- What actions you intend to take to mitigate these risks.

This reflection can be decisive for sharing the conditions for the success of the shared path with the stakeholders right away and monitoring them together.

Which local administrators and stakeholders were involved in this joint working path?

What are the two areas/indicators that you have chosen to work on together in order to increase the integration capacity of your territory?

- 1.
- 2.

FIRST IDENTIFIED AREA

OBJECTIVES

Together with the stakeholders, what have you decided to concretely accomplish with regard to the 1st area identified? What operational steps have you taken?

EXPECTED IMPACTS

The following two questions invite you to describe what impacts you expect for the area if you are able to achieve the planned objectives as a network.

By achieving the planned objectives, we expect an INCREASE of the following factors:

By achieving the planned objectives, we expect a REDUCTION of the following factors:

RISKS DETECTED AND ACTIVITIES NECESSARY TO MITIGATE THEM

- **TYPICAL RISKS:** for your typology of area (small, medium, big towns), what are the typical risks in achieving the planned objectives?
- We advise you to compile a list of risks to be reported in the left column by asking each partner, including you (a simple but effective way is to collect anonymous pieces of paper from everyone). In this way, all the partners know the risks perceived by the others for the purpose of really achieving the proposed objectives.
- For each identified risk, we recommend that you ask each partner, including yourself, what actions they intend to take to mitigate those risks. Record these actions in the central column.
- For each risk identified, if they emerge from the discussion, indicate actions to be carried out together to mitigate the risk.

RISKS OF TYPOLOGY AREA	INDIVIDUAL MITIGATION ACTIONS	COLLECTIVE NETWORK ACTIONS
RISK 1 Describe risk 1	Enter the name of each partner institution and briefly describe the contribution it undertakes to make to mitigate risk 1. e.g. PARTNER 1 – Action by partner 1 PARTNER 2 – Action by partner 2	Describe each of the actions that you can take together as a network to mitigate risk 1.
RISK 2 Describe risk 2		
RISK 3		

- **TYPICAL RISKS OF YOUR CONTEXT:** for the purpose of achieving the planned objectives, what are the specific risks that only your context presents?
- We advise you to compile a list of risks to be reported in the left column by asking each partner, including you (a simple but effective way is to collect anonymous pieces of paper from everyone). In this way, all the partners know the risks perceived by the others for the purpose of really achieving the proposed objectives.
- For each identified risk, we recommend that you ask each partner, including yourself, what actions they intend to take to mitigate those risks. Record these actions in the central column.
- For each risk identified, if they emerge from the discussion, indicate actions to be carried out together to mitigate the risk.

RISKS SPECIFIC TO YOUR CONTEXT	INDIVIDUAL MITIGATION ACTIONS	COLLECTIVE NETWORK ACTIONS
RISK 1 Describe risk 1	Enter the name of each partner institution and briefly describe the contribution it undertakes to make to mitigate risk 1. e.g. PARTNER 1 – Action by partner 1 PARTNER 2 – Action by partner 2	Describe each of the actions that you can take together as a network to mitigate risk 1.
RISK 2 Describe risk 2		
RISK 3		

SECOND IDENTIFIED AREA

OBJECTIVES

Together with the stakeholders, what have you decided to concretely accomplish with regard to the 2nd area identified? What operational steps have you taken?

EXPECTED IMPACTS

The following two questions invite you to describe what impacts you expect for the area if you are able to achieve the planned objectives as a network.

By achieving the planned objectives, we expect an **INCREASE** of the following factors:

By achieving the planned objectives, we expect a **REDUCTION** of the following factors:

RISKS DETECTED AND ACTIVITIES NECESSARY TO MITIGATE THEM

- **TYPICAL RISKS:** for your typology of area (small, medium, big towns), what are the typical risks in achieving the planned objectives?
- We advise you to compile a list of risks to be reported in the left column by asking each partner, including you (a simple but effective way is to collect anonymous pieces of paper from everyone). In this way, all the partners know the risks perceived by the others for the purpose of really achieving the proposed objectives.
- For each identified risk, we recommend that you ask each partner, including yourself, what

actions they intend to take to mitigate those risks. Record these actions in the central column.

- For each risk identified, if they emerge from the discussion, indicate actions to be carried out together to mitigate the risk.

RISKS OF TYPOLOGY AREA	INDIVIDUAL MITIGATION ACTIONS	COLLECTIVE NETWORK ACTIONS
RISK 1 Describe risk 1	Enter the name of each partner institution and briefly describe the contribution it undertakes to make to mitigate risk 1. e.g. PARTNER 1 – Action by partner 1 PARTNER 2 – Action by partner 2	Describe each of the actions that you can take together as a network to mitigate risk 1.
RISK 2 Describe risk 2		
RISK 3		

- **TYPICAL RISKS OF YOUR CONTEXT: for the purpose of achieving the planned objectives, what are the specific risks that only your context presents?**
- We advise you to compile a list of risks to be reported in the left column by asking each partner, including you (a simple but effective way is to collect anonymous pieces of paper from everyone). In this way, all the partners know the risks perceived by the others for the purpose of really achieving the proposed objectives.
- For each identified risk, we recommend that you ask each partner, including yourself, what actions they intend to take to mitigate those risks. Record these actions in the central column.
- For each risk identified, if they emerge from the discussion, indicate actions to be carried out together to mitigate the risk.

RISKS SPECIFIC TO YOUR CONTEXT	INDIVIDUAL MITIGATION ACTIONS	COLLECTIVE NETWORK ACTIONS
RISK 1 Describe risk 1	Enter the name of each partner institution and briefly describe the contribution it undertakes to make to mitigate risk 1. e.g. PARTNER 1 – Action by partner 1 PARTNER 2 – Action by partner 2	Describe each of the actions that you can take together as a network to mitigate risk 1.
RISK 2 Describe risk 2		
RISK 3		