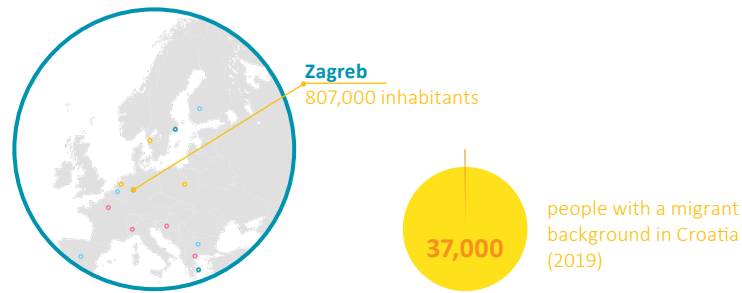


ZAGREB

journey in

integrating cities CONNECTION



How to create strategic approaches to integration?

READ MORE

The interactive CONNECTION publication
connection.integratingcities.eu
How-to guide
[Creating strategic approaches to migrant integration \(PDF format\)](#)

Community of Practice 1 (CoP1)
City Partners:
Paris, ANATOLIKI SA (with Delta and Thessaloniki), ANCI Piemonte (with Cuneo, Asti, Settimo Torinese), Turin, Prague, Hamburg, Zagreb

CONTEXT:

Involvement in the working group set up by the Croatian government to update the national integration strategy for 2021-2023.

When the national process was delayed, Zagreb developed its own local integration strategy.

Its plan is the first and only local strategy on integration in Croatia.

ACTION PLAN: for the integration of asylum seekers and persons granted international protection

€ **Action plan supported by a 50,000 EUR grant from the project**

USE OF GRANT

- Assistance to access services (interpretation and cultural mediation).
- Distribution of alimentary and hygiene supplies.
- Communication activities and awareness raising campaigns.
- Workshops to introduce refugees to Croatian culture.
- Workshop to improve digital and IT skills for refugee women.

LESSONS LEARNT ALONG THE WAY

The leadership of the strategy is crucial (lesson learnt from Paris and Prague). The strategy has to be led by the municipality (the Mayor) and be embedded into the work of all departments including the communication department.

The development, implementation and evaluation of the strategy requires collaboration between city departments and civil society. Collaboration is at the heart of Zagreb's approach, both between the three city offices who will deliver the plan, and with key NGOs.

Setting up consultation mechanisms that include migrant communities. A consultation mechanism needs to be established early on and should meet regularly. Four external stakeholders, NGOs and representatives of migrant communities, joined the City Coordination for Integration working group.

Having an adopted strategy in place helps cities to respond more rapidly and effectively to mass arrivals. Zagreb's Action Plan provides a coordination structure that was beneficial to both the city's emergency response to arrivals from Ukraine, as well as ensuring that integration was key to planning from an early stage.

THE ROAD AHEAD

Development of the new action plan from 2023 to 2025, which will be co-designed with various stakeholders (NGOs, religious communities, cultural centres, migrants etc.)

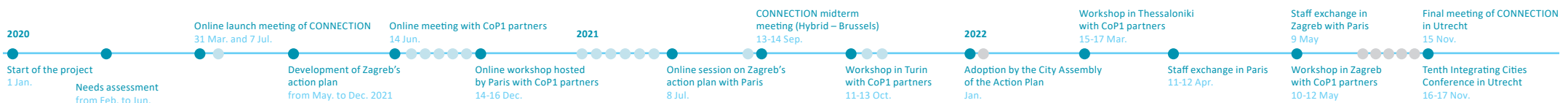
Zagreb also takes part in the [UNITES project](#), exploring how to co-design integration strategies, notably with migrants.

The city is exploring the possibility of setting up a one-stop-shop and giving out scholarships to refugees.

Organisation of language courses.

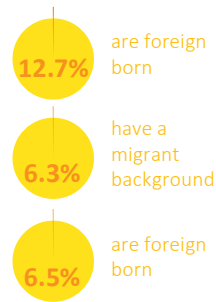
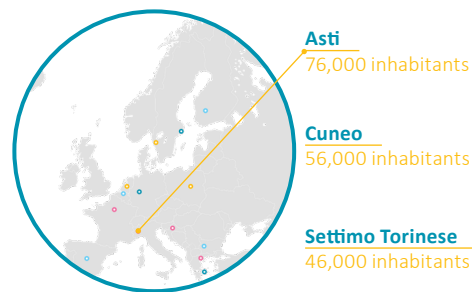
STRENGTHS

- Dedication of the city staff to get adopted the first local integration strategy in Croatia.
- Strong commitment to integration by the political leadership in the city (elected in May 2021).
- Taking part in CONNECTION, including the receipt of an implementation grant.



CUNEO, ASTI AND SETTIMO TORINESE

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READ MORE

The interactive CONNECTION publication
connection.integratingcities.eu
How-to guide
[Creating strategic approaches to migrant integration \(PDF format\)](#)

Community of Practice 1 (CoP1)
City Partners:
Paris, ANATOLIKI SA (with Delta and Thessaloniki), ANCI Piemonte (with Cuneo, Asti, Settimo Torinese), Turin, Prague, Hamburg, Zagreb

How to create strategic approaches to integration?

LESSONS LEARNT ALONG THE WAY

Coordination with local stakeholders is necessary to optimize resources and move towards shared goals. Each city is thinking about setting up round table with local actors, that would meet regularly to exchange information and coordinate their action.

An active communication strategy can help to counter negative public perceptions of migration.

In smaller cities, one benefit is being able to work “closer” to the people welcomed. To create a strong community where migrants and the local community can manage diversity positively, start by organising small events, around food or music for instance.

Small and medium-sized cities tend to face the same problems as large cities from an administrative/bureaucratic point of view

Number of migrants welcomed is smaller than in a big city (e.g. Turin), but reduced staff resources make their integration challenging.

THE ROAD AHEAD

Continuation of the meetings of the working group composed of the 3 cities together with Turin, which will be open to other municipalities interested in participating and coordinated by ANCI Piemonte, with the aim of creating a regional community of practice.

Finalising the communication strategy and experimenting counter-narrative actions in Piemonte.

Co-design of a training programme for local network actors and development of new initiatives to structure and give sustainability to actions already undertaken.

STRENGTHS



Innovative communication strategy around the search for migrant housing in Cuneo.



Strong local network in Settimo Torinese.



Professional and proactive social services in Asti.

CONTEXT:

Although geographically close, cities have little knowledge of what is done in Turin and in the other smaller municipalities in Piedmont.

Need for an informal regional network, which would bring together professionals from the municipalities in a working group that would meet regularly.

ACTION PLAN: Set up a network for the exchange of experiences between local authorities in Piedmont in the field of migrant integration.



Set up a network of practitioners for the exchanges of experience and good practices between officials of municipalities in Piedmont.



Set up or improve a local network of actors (such as associations, health services and prefecture) in each of the 3 municipalities.



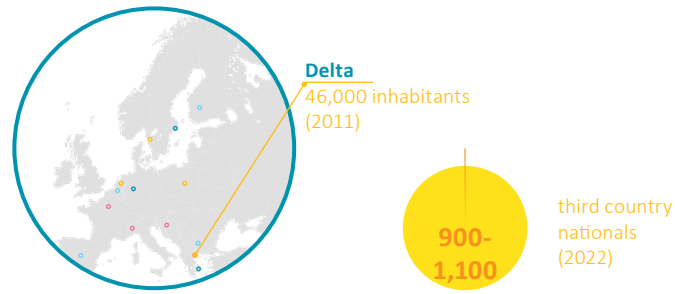
Set up an anti-rumour communication strategy based on the “anti-rumour handbook 2018” of the Council of Europe.



DELTA

journey in

integrating cities CONNECTION



How to create strategic approaches to integration?

READ MORE

The interactive CONNECTION publication
connection.integratingcities.eu

How-to guide
[Creating strategic approaches to migrant integration \(PDF format\)](#)

Community of Practice 1 (CoP1)
City Partners:
Paris, ANATOLIKI SA (with Delta and Thessaloniki), ANCI Piemonte (with Cuneo, Asti, Settimo Torinese), Turin, Prague, Hamburg, Zagreb

CONTEXT:

Refugees and their children accommodated in Delta are not well integrated in the city.

The municipality would like them to meet the local population, find work, get a proper education, and better knowledge of the Greek language to improve their quality of life.

ACTION PLAN: Developing a strategic plan for the integration of migrants

- Identification of needs of migrants and mapping of existing services.
- Set up a Migrants Integration Centre as part of the Community Centre in Delta.
- Mediation and interpretation provided by the municipality to facilitate access.
- Supporting access to education, language learning and employment.
- Intercultural activities and raising awareness campaign.

LESSONS LEARNT ALONG THE WAY

Secure support from political leadership. A strategic approach to integration requires political will and secure commitment to migration as a permanent feature of the municipality and its development. The political leadership or governance structure should agree on addressing the issue for the long term with sufficient resources and despite potential challenges, including those related to national politics or policies.

Working with NGOs. NGOs can reach migrants and communities that local governments might not be able to.

Communication is key. Dissemination activities addressed to both the local population and the migrant communities.

THE ROAD AHEAD

Creation of a Migrants Integration Centre as a separate, dedicated department of the Community Centre in Delta. The city will apply to the next call of interest of the Ministry of Migration to get the necessary funding.

Easy access to education/language learning/employment: As for Greek language learning programs for adults, Delta will launch a call for tender for an online Greek language course of 200 hours addressed to Roma and migrants.

Continuation of social pharmacy/grocery store operation.

STRENGTHS

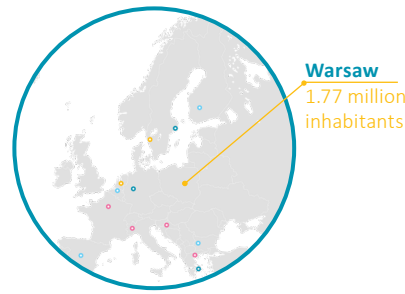
The R.E.A.C.T program (Refugees Assistance Collaboration Thessaloniki) aimed at providing accommodation to asylum seekers in apartments rented by consortium led by the municipality of Thessaloniki.

International and national NGO's as strategic partners.



WARSAW

journey in



READ MORE

The interactive CONNECTION publication connection.integratingcities.eu
How-to guide
[Building a gender dimension into policies and activities \(PDF format\)](#)

Community of Practice 2 (CoP2)

City Partners:

Gothenburg
Utrecht
Warsaw
Pesaro
Leipzig

How to improve the gender dimension of integration policies and activities?

CONTEXT:

National political framework increasingly hostile to migrants but some progressive local governments and Mayors.

Various pieces of research have shown that women have a low awareness of public services to support with social welfare, health, domestic violence and barriers to joining the formal labour market.

ACTION PLAN: Develop the offer of city services to migrant women by better understanding, responding to and promoting services to meet their needs

€ **Action plan supported by a 50,000 EUR grant from the project**

USE OF GRANT

- Mapping of migrant women's profile, needs and sources of information.
- Guide for migrant women on the city's offer.
- Study visit in Stockholm about their one-stop-shop model.

LESSONS LEARNT ALONG THE WAY

Momentum in Warsaw following the war in Ukraine and the considerable number of refugees coming to the city:

Warsaw, which previously had no dedicated migrant integration strategy and received very few refugees, has had to quickly get to grips with developing a strategy that cannot ignore the needs of migrant women. This forced adaptation has seen impressively rapid changes in the ways which elected leaders are responding to refugee women (and their children's) needs. Warsaw's story shows that **rapid change is possible**, and that an acceptance and integration of women and their children can be embraced from a relatively standing start.

Acknowledging the skills and experience (as well as reach) of existing NGOs, the city has been taking active steps to involve, support and co-ordinate with as many as possible, acknowledging their skills and experience in this area.

The city is also liaising with and asking the opinions of **migrants themselves** to find out what they need, how services need to evolve and what they can do to encourage fuller integration.

THE ROAD AHEAD

The survey planned in CONNECTION will inform a rapidly evolving system of services and initiatives.

Encourage refugees to integrate as fully as possible and for some at least to regard Warsaw as their new, permanent home.

The city is building on the public support for Ukrainians to introduce measures which it is hoped will become permanent.

STRENGTHS

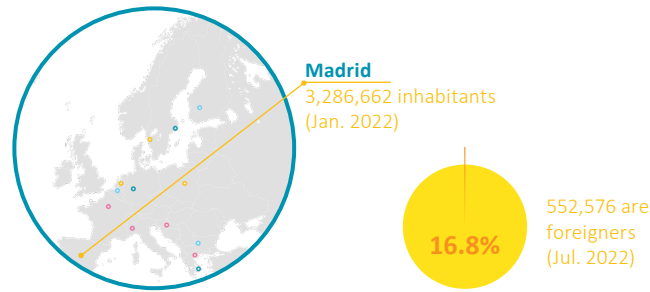
- Visionary Mayor with a commitment to promoting an inclusive city.
- Strong focus on mental health in many projects dedicated to refugees and migrants.
- Unprecedented public support for refugees coming from Ukraine.



MADRID

journey in

integrating cities CONNECTION



How to build pathways to employment for migrants?

READ MORE

The interactive CONNECTION publication
connection.integratingcities.eu

How-to guide
[Building pathways to employment \(PDF format\)](#)

Community of Practice 3 (CoP3)

City Partners:

- Antwerp
- Tampere
- Madrid (Employment Agency)
- Sofia
- Brest
- Karditsa

CONTEXT:

Unemployment rate at 12% (of which 13% are migrants).

Similar activities and services are provided to unemployed migrants by various actors at different levels and within the same level of governance.

More coordination between the Employment Agency and the municipal information offices for migrants to provide an integrated offer to unemployed migrants.

ACTION PLAN: Facilitate migrants' access to employment information

€ Action plan supported by a 50,000 EUR grant from the project

USE OF GRANT

- Needs analysis and mapping of existing services.
- New coordination procedure between the Employment Agency and the integration offices.
- Coordinator to lead the new coordination.
- IT Platform for migrants to access information and resources.
- Video to disseminate the joined work.

LESSONS LEARNT ALONG THE WAY

When thinking about coordination between two different services, the figure of the coordinator is key as well as defining his/her/their scope of action.

When developing a common itinerary for migrants between two services: a) the sharing of information on available resources (training, courses, courses that are not full etc) is crucial; b) the sharing of information about users would be necessary (shared excel monitoring tool at first before designing a whole platform).

Important to give employers who hire migrants, symbolic recognition to strengthen cooperation with them and to promote their practice among peers.

See migrants - whether newcomers or established - as an asset for your city. Services designed for migrants should be designed with migrants.

THE ROAD AHEAD

Run 36 test cases to validate the coordination procedure and its effectiveness.

Evaluation of the procedure and the coordinator to identify areas of improvements.

Include the procedure in the manual of procedure of the two services and develop information sharing tools.

STRENGTHS



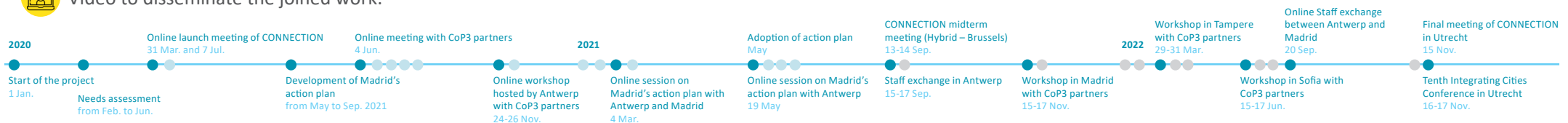
Comprehensive guidance programme to employment in order to assess jobseekers' employability and support them in finding work.



Strong relationship with companies based on trust.



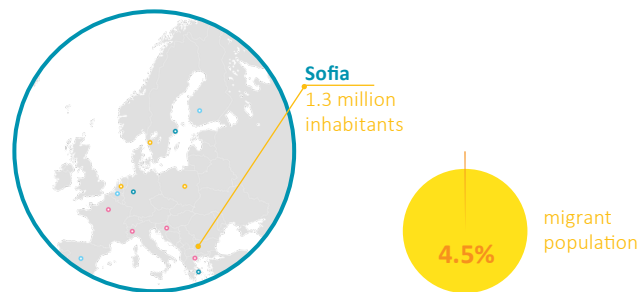
Intermediation and matching between employers & job seekers.



SOFIA

journey in

integrating cities CONNECTION



How to build pathways to employment for migrants?

LESSONS LEARNT ALONG THE WAY

Give employers who hire migrants, symbolic recognition to strengthen cooperation with them and to promote their practice among peers. For instance, Sofia runs an awards scheme for employers who work with refugees.

Setting up a management structure of the one-stop-shop is key. The Sofia Development Agency brought together Sofia Municipality, the Bulgarian Red Cross and UNHCR and developed a concept for the service through a series of public discussions and the support of more than 15 NGOs. The main partners then signed a Memorandum of Understanding establishing a management structure for the Bureau.

Carefully choose the location of the one-stop-shop. The Bureau is located in an ethnically diverse area, next to a market.

Welcoming space (inspired by Tampere): a sticker on the door assures visitors that it is a “Discrimination free zone”.

READ MORE

The interactive CONNECTION publication

connection.integratingcities.eu

How-to guides:

[Building pathways to employment \(PDF format\)](#)

and [Setting up on one-stop-shop \(PDF format\)](#)

Community of Practice 3 (CoP3)

City Partners:

Antwerp
Tampere
Madrid
Sofia
Brest
Karditsa

CONTEXT:

Severe labour shortages in many sectors. Negative perceptions of migrants in Bulgarian society have made integration support a taboo subject to some degree. Insufficient coordination at local level: who does what? One-stop-shop (OSS) for migrants set up to tackle the lack of coordination for information and support, mainly on employment.

ACTION PLAN: Establishment of citizen advice Bureau for third country nationals (OSS)

€ **Action plan supported by a 50,000 EUR grant from the project**

USE OF GRANT

- Needs analysis and mapping of existing services.
- Refurbishment of the Bureau.
- Staff costs for the running of the Bureau.
- Promotion materials including design of the website.
- Evaluation after one year of implementation.

THE ROAD AHEAD

Running a training course for community interpretation.

A “Welcome to Sofia” event to help migrant workers feel truly welcome (inspiration from events “Welcome to Tampere”).

Developing a project to test social bonds/social investing (inspiration from Tampere).

STRENGTHS



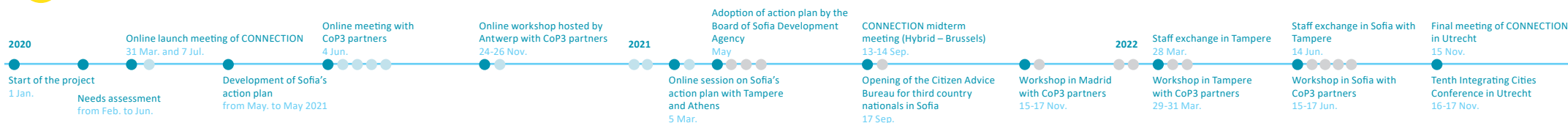
Persistence of Sofia staff to secure political buy-in in times of COVID.



Persistence of Sofia staff to set up a network of actors to work in the Bureau.

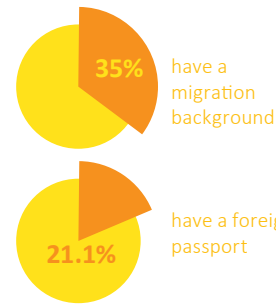
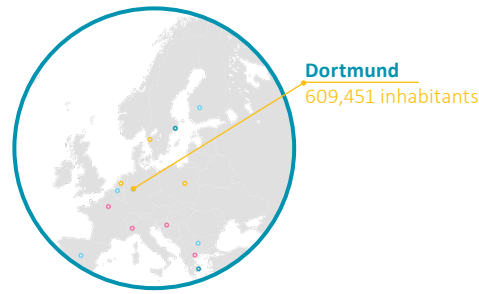


Employers in Sofia who desperately lack labour forces are a driving force for changes.



DORTMUND

journey in



READ MORE

The interactive CONNECTION publication
connection.integratingcities.eu

How-to guide
[Setting up on one-stop-shop \(PDF format\)](#)

Community of Practice 4 (CoP4)

City Partners:

Athens
Cluj Napoca
Dortmund
Rotterdam (until end 2021)
Stockholm
Sofia

How to set up a one-stop-shop (OSS) for migrant integration?

LESSONS LEARNT ALONG THE WAY

Political commitment needs to be maintained and sustained throughout the project. It requires persistence from city officials. MigraDo provided support to thousands of refugees from Ukraine, which has helped demonstrate its need and relevance.

Provide interpreting is key. When faced with an influx of refugees from the Ukrainian war, Dortmund's newly opened OSS were thankful for their digital interpreting option, which enabled them to access interpreters of any language quickly.

Be adaptable - Do not over think it, just go (Athens' piece of advice). Athens' lessons in agility and crisis response were put into action, fast when an info point was set up in Dortmund after the outbreak of the war in Ukraine, which greeted more than 17,000 Ukrainians since its inception.

Digitalisation of the One-stop-shop (inspired by the IT tool used in Athens): a digital integration management software will be put in place to make customer referrals more binding and provide all partners involved with a comprehensive overview of people's needs.

THE ROAD AHEAD

A feedback system to integrate customer experiences and wishes into the expansion and further development of services (Lesson learnt from the workshop in Dortmund).

Staff training including on cultural mediation (inspired in part by the Portuguese model of OSS).

Implementation of an empowerment approach to integration in the OSS (inspired by Stockholm).

Implementation of a digital integration software.

STRENGTHS



Dedicated city officials.



Openness to diversity of the city.



Pre-existing network of 'neighbourhood centres' offering services to migrants in the city.

CONTEXT:

Various challenges faced by the migrant population of Dortmund.

Neighbourhood centres in the city offering key support and information to migrants are visited too late in the integration process.

A centralised arrival point could help direct migrants from their arrival towards these centres.

ACTION PLAN: Design, set up and run a one-stop-shop in Dortmund (pilot phase)

€ Action plan supported by a 50,000 EUR grant from the project

USE OF GRANT



Video interpretation.



Documentation Software License.



Promotion materials for the one-stop-shop.



Intercultural training of staff.

