

INTEGRATING CITIES

VALUES DIGITAL TOOLKIT



IMPORTANT NOTE

As agreed with the European Commission in an official message sent through the Tenders & Funding Portal, dated 25 February 2021, with subject 'Change of format for toolkits deliverable', the Integrating Cities toolkits produced under the VALUES project were developed as an e-brochure. This decision allowed the inclusion of digital material, produced during the project implementation, such as videos and pictures and in the toolkits.

This version of Toolkit – Theme B is only for reporting purposes. The final and complete version of this toolkit is available at the following link:

https://fr.zone-secure.net/187382/.Eurocities_VALUES_project_digital_toolkit/#page=1



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Publisher: [Eurocities](#), Brussels – Belgium

Main authors: Rossella Nicoletti, Feyrouz Lajili-Djalai (Eurocities), Ceri Hutton, Bella Kosmala, Sue Lukes, Richard Williams (MigrationWork).

Co-authors:

Marlet Schreuder, Mijke Wassink (Amsterdam); Anne James, Liz Small (Bristol); Sofia Burioli (Cesena), Sara Bagnoli (ASP Valle Savio, Cesena); Dr. Markus Götz, Fanny Köhler, Larissa Orlovic (Dusseldorf); Belén Campillo López, Javier Sánchez García, Carmen Gutierrez Olondriz (Madrid); Mirjam Bernad (Nuremberg); Toralv Moe (Oslo); Khansa Ali (MIRA Centre Oslo); Anushik Matevosian, Arba Skuka (Ostend); Irina Vasiljeva (Riga); Colin Havard, Angela Greenwood (Sheffield); Sandra Astudillo Moreno, Laura Munje Morales (Terrassa); Efi Palpana (Thessaloniki); Chantal Daven, Marie Segu, Sergine Sudre, Myriam Lablegnie (Toulouse), Mauro Capella, Stefano Chicco (Turin); Hannele Lautiola (Vantaa); Christof Meier (Zurich), Irene Rodriguez (AOZ, Zurich); Gabriella Civico, Giulia Bordin ([Centre for European Volunteering](#)).

Editors:

Anthony Colclough (Eurocities), Mary McCauley

Layout:

WebPublication.fr Netinteractive Group

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About the VALUES project and this toolkit

VALUES – Volunteering Activities to Leverage Urban and European Social integration of migrants – enables cities to exchange know-how, expertise and best practices on how best to implement local actions. Led by Eurocities, it builds on the experience and success of past projects (CITIES GROW, MIXITIES, DIVE, INTI-Cities, ImpleMentoring) that together addressed the gaps in the implementation of the Integrating Cities Charter, which embodies the cities’ commitment to third-country nationals’ integration.

By connecting city authorities and volunteer organisations through communities of practices and staff exchange, VALUES aims to improve structural cooperation and build partnerships between cities and volunteer organisations in integrating third-country nationals, by building and developing four communities of practice or clusters on the following themes:

- A. Community building in cities to foster a welcoming culture
- B. Innovative voluntary activities in integration: engaging migrants¹ and refugees² in volunteering activities for integration
- C. Cities and volunteers’ cooperation in migrant integration at neighbourhood (or ‘community’) level
- D. Mobilising volunteers to engage the young migrant population in community life

In these communities of practice, city officials and volunteers from 16 cities learn from each other in targeted workshops, site visits, staff exchanges, on-the-ground training and action planning to identify and implement best practice in integration and overcome shared challenges. The work carried out by each community of practice has been collected in a toolkit, composed of four thematic benchmarks.

The VALUES project started in 2019, prior to the Covid-19 pandemic. As of 2020, some of the activities (site visits, workshops and staff exchanges) of the project took place online, as a consequence of travel restrictions due to the pandemic.

Benchmarks

A Eurocities benchmark is an agreed standard of best practice for cities Europe-wide. Developed jointly by independent experts, city officials and practitioners in the field, it draws on a range of evidence and is tested in real-life situations. In the VALUES benchmarks, the contribution of civil society and volunteering organisations was crucial. A benchmark sets out key factors for success in the given thematic area.

To create a benchmark, each city has gathered evidence, including statistics, policies and project examples, to see how far it goes to meeting each key factor. They then use the benchmark as a diagnostic tool to assess their

¹ For the purpose of this publication, the term migrant is used to refer to a person born outside the country in question, who has moved to live there for at least 12 months (UN definition) or a resident of ‘migrant background’, including person born to migrant parents (according to definitions varying between Member States). Cities may wish to use other definitions, according to their practice.

² For the purpose of this publication, the term refugee is used to include all forms of international protection.



own strengths and weaknesses.

Format of the VALUES benchmarks

Each benchmark begins with a short description of the theme addressed in the toolkit — a headline summarising a standard for cities to aim for. It then lists key factors — critical issues which cities need to address if they want to reach this European standard. The following are provided for each key factor:

- a brief rationale, saying why this factor is key to success in achieving the standard
- guided questions to help users check whether the factor is present in their own city
- case studies to show how other cities in Europe have addressed the factor.

A case study including good practices for each of the four cities that were part of thematic cluster B is included to illustrate each key factor. In addition, this toolkit includes good practices from other cities that were not part of the VALUES project. These cities are members of the Eurocities Working Group migration and integration. These projects and initiatives provide further examples of the four thematic benchmarks identified at the beginning of this publication.

VALUES digital toolkit and the Integrating Cities Charter

This toolkit aims to guide cities in implementing the Eurocities Integrating Cities Charter. The Charter sets out the duties and responsibilities of European cities to embrace the diversity of their population and to provide equal opportunities in their roles as policymakers, service providers, employers and buyers of goods and services. Launched in 2010, to date it has been signed by 42 cities.

Testing itself against the benchmark developed in each theme, a city can see how near it is to the standards of the Charter. It can see what it needs to do to meet those standards. And it can find inspiration to match the best, most effective practice among European cities.

Integrating Cities Charter

The Charter states that the signatory cities will

As policymakers:

- actively communicate their commitment to equal opportunities for everyone living in the city
- ensure equal access and non-discrimination across all our policies
- facilitate engagement with migrant communities in their policymaking processes and remove barriers to participation.

As service providers:

- support equal access for migrants to services to which they are entitled, particularly access to language learning, housing, employment, health, social care and education
- ensure that migrants' needs are understood and met by service providers.

As employers:

- take steps where required to reflect their city's diversity in the composition of their workforce across all staffing levels



- ensure that all staff, including staff with a migrant background, experience fair and equal treatment by their managers and colleagues
- ensure that staff understand and respect diversity and equality issues.

As buyers of goods and services:

- apply principles of equality and diversity in procurement and tendering
- promote principles of equality and diversity among their contractors
- promote the development of a diverse supplier base.

How do the Integrating Cities toolkits relate to the broader EU context?

VALUES uses an innovative combination of learning methods. The strength of this approach lies in the interaction between two levels:

Specific and local: It supports partner cities in carrying out concrete changes in local practice – where goals and standards are set by a benchmark based on EU-wide experience, and each city is mentored through the process of change by its colleagues in each community of practice. It also encourages interaction, and a shared perspective, between city staff and volunteer organisations for more effective and insightful policy decisions.

General and EU-wide: By applying its thematic benchmarks in these ‘real-life’ city actions, VALUES develops, tests and validates them so they can be delivered to European cities and the European Commission as tools for improving practice EU-wide in future years.

The VALUES digital toolkit and the four benchmarks on migrant integration follow the four toolkits already published as part of the Cities Grow project in 2018 and the four toolkits published in the framework of the ImpleMentoring project in 2014. All of these are still available at www.integratingcities.eu. They show the ongoing commitment of many public authorities and NGOs to learn from each other and assess and improve policies for the integration of migrants in Europe.



Factors common to the four themes

The following three factors have been identified as common to the four benchmarks. They do not refer specifically to any of the four themes identified above by the VALUES project but can apply equally to any of them.

1. Appropriate framework for volunteering

The city has a strategy or policy in place which promotes volunteering, supports it and incorporates it in the delivery of key city aims. The city supports volunteering with a legal framework and structure to enable grassroots projects to operate.

Rationale: Volunteering is a key resource for cities that:

- adds to the human resources available
- improves skills levels and enhances social networks
- offers meaningful activities for those who might otherwise be excluded
- provides citizens and residents with the chance to express social solidarity
- can build political support for initiatives and policies.

The policy or strategy may not be exclusive to volunteering but should ensure that volunteering is considered wherever appropriate.

Guided questions

In what way does the city recognise the importance of volunteering effort?

Is this written down anywhere in a volunteer strategy or as part of other strategies?

How is volunteering seen as contributing to the city's key aims?

Does the volunteer framework (or strategy or policy) cross-refer to migrant integration strategies in any way?

2. Monitoring, review, evaluation

The city and its partners have monitoring, review and evaluation systems in place that cover volunteers contributing to the welcome and integration of migrants. These ensure that new and creative ideas for involving citizens and residents in welcome and integration are encouraged.

All volunteer contribution and impact should be monitored, reviewed and evaluated as part of the city or partner's general processes. For volunteer activity it is particularly important to have a regular review of:

- the need for paid work instead of or alongside volunteering
- the need for volunteer development and/or support
- whether the project/work is still necessary.

An essential part of all such reviewing and evaluation is feedback from volunteers themselves, and this should be:



- easy to offer
- encouraged
- structured where possible
- where appropriate, used to elicit views on wider issues.

The city should ensure that there is a mechanism for residents to propose new ideas for volunteering, develop them, get them assessed and, where appropriate, resourced.

Data on migrant volunteering is reviewed to identify under-represented groups as part of the city and/or partners' general processes. Such monitoring needs to show:

- how migrants are recruited, how this may be different to other volunteers, and what works well
- the volunteer roles undertaken by migrants and whether these are at appropriate levels for their skills and experiences
- the use made by migrant volunteers of training and development opportunities
- the representation of more 'hard to reach' groups among migrant volunteers
- what migrant volunteers themselves think about the volunteering they are doing, what works and does not work and how it could be improved.

The city needs to understand the impact of supporting neighbourhood-based volunteering and how that impacts on neighbourhoods. Reviewing what it is supporting and how this is having an impact will be useful to understand:

- how migrants are involved in volunteering in neighbourhoods, and whether there are differences between different neighbourhoods
- how neighbourhood volunteers are giving feedback and whether this is influencing city decisions
- migrants' views on how they feel volunteering in their neighbourhood could be improved.

Involving migrants themselves in such reviews and evaluations is vital. In particular, the city monitors all provision along the three axes of volunteering, youth and migrant integration projects in order to assess the impact of volunteering on the life chances of young migrants, the involvement of young migrants, their appreciation of the success of their efforts work, and how volunteering with young migrants improves migrant integration as a whole.

Rationale: Volunteer-run projects form part of the services offered to welcome and integrate refugees and migrants. Regular reviews and evaluation as well as monitoring enable these projects to be assessed for effectiveness and relevance as any other resource would be. Some volunteer projects are, in effect, pilots to assess needs and it is important to have a process where this can then feed into further resource allocation including paid staff. And at the other end of the process, some volunteer-based projects may outlive the need for them and so need to be closed down. Volunteers themselves are members of communities and so may also offer chances to assess the impacts of measures designed, for example, to create behavioural change. Citizen and resident involvement in welcome and integration is the key to building effective solidarity. Ideas that come from residents themselves or from their communities are more likely to get support. Citizens encouraged to think creatively may produce new models and ideas.



Guided questions

How does the city know whether volunteering in migrant integration works well?

What arrangements are in place to review the need for existing projects? What options are there as a result of such reviews?

How can residents suggest new ideas for volunteering to improve migrant welcome and integration?

How does the city monitor and review neighbourhood programmes?

How does the city ensure migrant voices are heard when collecting feedback on neighbourhood-based volunteering strategies?

Are migrants involved in leading any processes of review and evaluation?

3. Formal and informal recognition of volunteers' role and contribution in integration strategies and activities

The city communicates that it values the role volunteers play in integration and promotes positive stories about volunteering. Where cities have existing recognition schemes for volunteer activity, volunteers for welcome and integration activities should be included and highlighted, and such schemes should be reviewed regularly to ensure that migrant volunteers are participating at appropriate levels. If there are none, then simple schemes for celebrating volunteers in this area should be instituted.

Rationale: Volunteering is a central strand of integration efforts, both when residents and citizens volunteer to welcome and support integration of migrants and when migrants and refugees engage in volunteering activities themselves. Such volunteering is both a symptom of citizen solidarity and an opportunity to encourage it. Recognising the contribution and impact of citizens who are volunteers – be they residents, migrants or refugees – provides role models and encouragement for others and shows all in the city how volunteering is an important and valued part of city life, and in particular how migrants contribute as well as receive. Publicising the contribution of volunteers offers a model of how we want our cities to be: inclusive, welcoming and happy. Simple awards ceremonies allow others to see the variety of people involved and to consider if they too could help. Recognition also contributes to retention of valuable volunteers and the recruitment of new ones, including migrants.

Guided questions

How do volunteers in the city know their effort is appreciated and valued?

Do residents know how volunteers are involved in migrant welcome and integration? How?



Theme B: Innovative voluntary activities in integration: engaging migrants and refugees in volunteering activities for integration

Values standard: The city takes an active role in engaging migrants and refugees in volunteering activities to help them integrate effectively and positively.

Volunteering is sometimes framed within the context of providing services for refugees and migrants, rather than an activity which refugees and migrants themselves can get involved in. But actively involving migrants and refugees in volunteering activities not only expands the volunteer pool but also adds diversity in skills and representation, and contributes to better community cohesion and active participation in a city's communities. Cities can take an active role in engaging migrants and refugees in volunteering activities to help them and others integrate effectively and positively in their new home.

1. All partners involved in migrant integration regularly review and develop options for migrant involvement as volunteers

In most cities, migrant integration is the responsibility of several departments and organisations, with some coordination by the city, sometimes via a migrant integration strategy. The strategy should include measures to promote migrant volunteering, and any coordinating bodies should review options for this regularly. Where the city identifies barriers to migrant volunteering, whether structural or interpersonal, it seeks to remove them. Opportunities to volunteer need to be provided in the mainstream volunteering sector to enable integration with local communities. Where possible, small and emerging players including migrant-led, self-organised groups are included and consulted too.

Rationale: Migrants and refugees themselves are 'experts by experience' and can contribute significantly to integrating others. Volunteering itself can contribute to the volunteers' integration, by demonstrating and improving skills that may aid employability and/or involvement in city life. Unless we ensure that we review migrant involvement in volunteering regularly, this involvement may not continue.

Guided questions

In what way does the city recognise the importance of migrant integration?

Is this written down anywhere in an integration strategy or as part of other strategies?

What structures exist for coordinating the city's integration work, mainstream volunteering network and migrant and refugee communities?

2. Information is available to all migrants about the processes and advantages of volunteering

This information should be available at the different stages of migrant city life (arrival/reception, moving on, settlement and beyond) in written and other forms (e.g. via short videos, through direct outreach) and in relevant languages. It may be best coordinated centrally. The information should be communicated in a way that works for migrants. It should be clear and explain how volunteering can aid both individuals' and communities' integration in different ways, as well as the wider benefits of volunteering.

Rationale: Migrants may not be familiar with the ways in which volunteering is structured in the city, although



they may have been involved in community-focused unpaid work in their home countries or in transit. They need to know that volunteering is valued and that it may lead to paid employment (and how this works).

Guided questions

Does data exist on the most commonly used languages in the city?

Does the council have a policy on making important information accessible through translations?

What accessible material exists to promote volunteering opportunities for migrants in the city and what channels are used to disseminate it?

3. Migrant-run organisations are actively involved in migrant volunteering

Migrant-run organisations are:

- consulted about policies to encourage migrant volunteering
- supported to offer volunteering in their own organisations with full access to relevant accreditation and training
- involved in recruiting migrant volunteers to work in integration.

Rationale: Migrant-run organisations may be the first or only source of information for some migrants. They play a vital role in migrant integration and so need to offer volunteering opportunities like other organisations. They are an invaluable source of information about what works and does not work in their communities.

Guided questions

In what ways are migrant-run organisations consulted and represented on a local council level?

To what extent are migrant-run organisations in your city part of the wider volunteering structure (e.g. members of volunteering centre, running a stall at volunteering fairs)?

4. The city ensures that migrants' skills are utilised and their own motivations appropriately taken into account in volunteering

Migrants who volunteer are offered accreditation at appropriate levels for the work they undertake, ensuring that this is coordinated with relevant employment and training activities. Active steps are taken to identify migrants who can offer professional skills to mentor or support other migrants into employment and/or requalification. Cities must enable the possibility to progress from participant to leader, while ensuring that the volunteer's own motivations are taken into account.

Rationale: Volunteering can form an important part of migrants' paths into employment and/or training, and accreditation aids this process. This is particularly important for migrants who face other barriers to accessing the labour market at appropriate levels. Migrants who have professional qualifications and experience, especially those who are now or have been working in their professions, can offer valuable experience and advice, help others into networks and be role models.



Guided questions

How do you ensure that migrants' skills and qualifications are taken into account when matching them up with volunteering opportunities?

What processes exist for ensuring migrants' motivations are built into their volunteering role?

What opportunities exist for migrants to gain qualifications through their volunteering experience?

5. The city and its partners actively seek to recruit migrant volunteers from under-represented and hard to reach groups, using migrants and their organisations to identify and encourage them where appropriate

In consultation with migrants and their organisations, the city devises, delivers and monitors plans to involve more of those under-represented.

Rationale: Some migrants find it easy to volunteer, some do not. This may be because they lack information, or because there are barriers to their involvement such as knowledge, childcare, inappropriate requirements, etc. Migrants themselves may often be the best ambassadors for volunteering in their communities.

Guided questions

What opportunities are available for the city to consult migrant-led organisations about supporting active participation?

What tools does the city council use to identify under-represented migrant community groups who may not be represented on advisory panels?

What existing volunteering networks can the city tap into to promote more migrant volunteering opportunities?



Case studies

This section includes good practices from the 4 city partners which worked in Cluster B in the VALUES project. The projects and initiatives described provide real life examples for the four benchmarks identified in this toolkit.

N.B: Please note that the VALUES project started before the Covid-19 pandemic. Some of the information included in the case studies does not reflect the current state of play in cities. The pandemic affected many of the activities carried out in the cities and local authorities and civil society have, meanwhile, adapted their way of work with volunteers, citizens and migrants.

Ostend

Ostend is a very diverse city, despite its recent immigration history. Third-country nationals have started arriving in the city since the 90s but it is as of 2015 that the numbers have significantly increased. There is no community or group that prevails though, and in 2011 the city counted over 130 different nationalities present on the territory (Ico Maly,2014).

Ostend likes to work closely with its civil society organisations and is aware of the importance of listening to them and receive feedback on how the local government is doing. To promote dialogue with these organisations, Ostend City Council has set up INO (Integration Network meeting), a local platform to convene local initiatives and to provide a platform for local stakeholders to present their projects and activities. The INO stimulates collaborations between the different partners which leads to better cooperation and a better inflow to projects and other local stakeholders. The meetings are organized on a themed basis with voluntary work being one of them.

Civic engagement is linked to social inclusion and considered as a crucial step for integration. Ostend believes that people can integrate better if they are active and participate in social and cultural activities of the city. Newcomers themselves have confirmed the importance for them to be an active part of society. For this reason, Ostend City Council funds various projects and organisations which promote volunteering by people with a migrant background as part of the three pillars of their regional [Integration Strategy](#)³: bonding, bridging and linking.

The [Volunteer Fair](#), organised by the City Council, is another opportunity for local organisations, including many migrant-run ones, to promote their volunteering opportunities with people looking for volunteer work. The fair offers an opportunity for people to browse the stalls and explore different volunteering option to find the one that fits the interest of the volunteer.

Ostend has more than fifty self-organised migrant-run organisations which offer space and security for people to organise themselves on the basis of their cultural identity. These associations live and work in a dynamic environment, building relationships with a range of actors, including their immediate environment, the local government and the professional facilities of welfare, education, employment, etc. Members of these

³ In Flanders, the region where Ostend is located, the integration policy is determined by the Flemish Government, while the local governments in Flanders are in charge of rolling this out through partnerships at the local level.



associations are invited to participate in the City of Ostend's multicultural advisory council ([MARO](#)) meetings, formulating policy recommendations and advice to local government. MARO advises the municipality about diversity and multicultural themes and provides information to migrants on housing, work, education and language classes. It is an initiative led by the city of Ostend and aims to bring the voices of migrants to the municipal authorities. MARO also works on changing perception of migration in society. This advisory council has a Steering Committee and a Chair and holds general meetings every 3-5 times a year.

MARO organises one big event every year called Open MARO during which city authorities, civil society, migrant organisations and individual citizens gather to hear all about the projects and activities promoted by the advisory council and to discuss plans for the next year. Local politicians also attend this event giving citizens and associations an opportunity to get directly in contact with the local government. Finally, MARO promotes an award called Volunteer of the year or Super MARO awarded to an exceptional volunteer who have been helping migrants. Winners in the past have been recognised for their role in helping migrants learn digital skills or in participating in summer schools with migrant children (common factor 3).

In Ostend there are several organisations that run several projects aiming to increase migrants' skills by volunteering. [8400 TALENTS](#) project brings newcomers, local residents and organisations together. It is developed on the premise that newcomers want opportunities to practise their Dutch and to get to know more local residents while organisations increasingly need more volunteers. The project is for adult newcomers who want to use their talents by volunteering in their own neighbourhood. They practice and improve their Dutch and build their network at the same time. Run by FMDO, Federation for Global and Democratic Organisations, the project is implemented in cooperation with the Ostend Economic House.

Focusing on the aspect of social networking and participation and in order to improve the integration process of newcomers, the [Compagnons](#) project connects them with a local buddy based on shared interests. Buddies then help the newcomers find their way around the city so they can network and get to know life in their new hometown.

[Refu Interim](#), a volunteering organisation, wants to promote the social and professional self-reliance of newcomers (asylum seekers, refugees and other groups with a recent migration experience). They support them in their journey to volunteer work and give them a boost in developing a social network. Refu Interim motivates every newcomer to use and develop their talents.

[Samen Divers](#) (SDV) is also committed to increase migrants' talents and skills.

Through their low-threshold reception function, language stimulation activities and other initiatives this organisation increases the resilience of newcomers and support them in their integration process. This ensures that migrants acquire the necessary skills to subsequently engage in volunteering, employment and to fully participate in society.

For more information, Anushik Matevosian, Anushik.matevosian@ostende.be

Sheffield

Sheffield believes in volunteering to create social value. As stated in [Sheffield Volunteering Strategy](#), 'volunteering lies at the heart of Sheffield: it brings communities together to take action; gives a sense of purpose and fulfilment to people across the city; and provides support and services for vulnerable groups.' The strategy was developed thanks to the involvement of a wide range of organisations and was coordinated by the Volunteer Centre at Voluntary Action Sheffield (VAS).



VAS provides support and leadership for the voluntary sector. It supports voluntary and community action so that it is sustainable and brings about positive social change.

VAS coordinates numerous projects, including New Beginnings which helps refugees and asylum seekers to access support and information on volunteering opportunities. This project supports asylum seekers and refugees to integrate into Sheffield life, through volunteering, employment, education and client participation programmes.

The project supports migrants arriving in Sheffield seeking protection and recognition as refugees from different countries to access volunteer opportunities and link with the charity organisations in need of volunteers. The main aim is to alleviate the barriers new arrivals face and create awareness around immigration issues and an understanding of who refugees and asylum seekers are, to help organisations and employers build a warm and welcoming environment with a positive perception towards migrants in the city. Clients are seen on a one-to-one basis at the initial appointment where the advisor works with them to identify their skills and interests and then match them with the suitable volunteer opportunities the client opts for. During this initial appointment, the advisor explains to the client how the project can help them overcome any personal barriers (e.g. language, confidence,) and navigate other structural barriers (e.g. unfamiliar systems, processes) that may stop them volunteering.

Through the project, VAS works closely with organisations involving volunteers, employers and training providers to help them understand refugees' needs and the barriers they face and supports them to involve refugees in a way that is mutually beneficial.

VAS publishes stories of volunteers to recognise their achievements and impact. For example, the New Beginnings project impact [report](#) collects examples of how volunteering had a positive impact on both asylum seekers and refugees and the organisations for which they volunteer. The stories and quotes included in the report reflect the regular feedback the project team receive, highlighting both the quality of work delivered by volunteers and also the barriers to integration and accessing services that refugees and asylum seekers face. Volunteering is not always easy to access in the UK, especially for migrants due to a lack experience, an English language barrier and a lack of references. This is why VAS and Sheffield as a city are proud to have the New Beginnings project as an initiative that welcomes refugees and asylum seekers to Sheffield, supports them to integrate and empowers them to access opportunities that will improve their well-being and increase their independence. The project goes further to build connections and collaboration with other support organisations to bring about positive change.

The Sheffield Volunteer Centre is the main source of information on volunteering in the city. The Volunteer Centre is part of VAS and helps to connect organisations looking for volunteers with individuals wanting to volunteer. It also provides support for organisations to develop volunteering good practice through direct face-to-face support and written guides. The Volunteer Centre, through the New Beginnings project team, also provides guidance on how to involve asylum seekers and refugees as volunteers and understand the challenges they face.

Sheffield also seeks to recruit migrant volunteers from under-represented and hard to reach groups and does this through organisations like [SAVTE](#), a community development organisation that is committed to addressing barriers to education and making a positive impact on inequalities. SAVTE's mission is to support people to develop the necessary English language skills to help them gain confidence and become independent, active citizens. It actively recruits volunteers from the communities in which it works, including English for speakers of



other languages (ESOL) learners, to provide additional pathways to education, volunteering or work. Its language volunteers support learners in community settings or their homes. SAVTE's approach is to ensure that all its volunteering and learning activities facilitate community connections which help to both develop language further and make a valuable contribution to health and well-being, reducing social isolation and accelerating participation in society.

For more information: Colin Havard, Colin.Havard@sheffield.gov.uk

Terrassa

Volunteering is important in Terrassa. At regional level, it is regulated by the Law on Volunteering approved in 2015. The scope of this legislation is to coordinate and support the different volunteering associations present in Catalonia but above all to formally recognise not only the organisations but also the act of volunteering itself. The legislation defines what volunteering is and especially what it is not, to avoid any forms of abuse. This legislation also defines the legal requirements for volunteering organisations involved in community projects or in projects that might result in changes to the city or its neighbourhoods. In this case, the associations are required to prepare a pledge or contract with the volunteer, outlining the tasks a person or association is going to have as volunteer or volunteering association, rights and duties, insurance cover and a training plan.

The Law on Volunteering urged local authorities to encourage policies to promote associationism and volunteering. In 2017, Terrassa decided to set up a Volunteering Point. Terrassa's [Volunteering Point](#) is run by the city council working together with the Volunteering Committee, made up of more than 20 associations. People interested in volunteering are offered professional advice and guidance to find the perfect opportunity to match their skills and qualifications. The Volunteering Point also runs awareness campaigns and offers training to associations that want to begin a volunteering project in Terrassa. The city of Terrassa has more than 20 community centres where people can find the necessary information and be referred to the Volunteering Point.

Terrassa's Volunteering Point, together with the Volunteering Committee, promotes an event every year that recognises the achievements and successes of voluntary organisations and their volunteers. In addition to the city's recognition event, the Catalan region also organises an annual [Volunteering Award](#). The purpose of the award is to make visible a social and institutional recognition of voluntary action in the region by rewarding excellent projects, programmes or initiatives on a specific topic related to volunteering. In addition to recognition, the award becomes a benchmark for other entities so that they can promote or inspire future initiatives or projects.

The [Citizenship Participation Department](#) also supports local volunteer associations with funding, providing an economic helpline that associations can use to present projects for support, in line with the department's objectives. A lot of work is done to raise awareness about volunteering in the community, whether through secondary schools, reception centres and libraries, or other organisations. With a population of just under 220,000 people, the city boasts more than 1,000 associations doing their part to create social bonds within the community, and migrants are increasingly a part of that picture.

According to the city's estimates, about 6% of volunteers are migrants, most coming from places like Morocco, Venezuela, Peru and Colombia. The city wants to see this percentage, along with the absolute number it represents, increase. To increase the diversity of volunteering associations in the city, Terrassa has developed



awareness raising and training for welcome centres (puntos de acollida) and volunteering associations to be open to migrants. For example, the Social Rights Area in the Terrassa City Council was the promoter of a project called Equalities Connected ([l'igualtats Connectades](#)), a pioneering project with a cross-cutting approach applied to local public policies about non-discrimination and equality. The project developed training resources and material, such as toolkits, raised awareness on diversity through workshops and other events targeting municipal staff on one hand, and civil society organisations on the other.

Of the migrant volunteers already active in the city, many are young people who dedicate their time to one of the many volunteering associations present in Terrassa. Some amount of volunteering (20 hours) at the service of the community is mandatory for Terrassa's teens between the age of 14 and 16 years old (in compulsory secondary education). The engagement of young people in volunteering activities is defined in the Local Youth Plan. This plan promotes and provides tools and resources for young people to engage in community and cultural volunteering projects through youth associations. Recognising the value that these associations add to the city of Terrassa, the city council supports them in developing their projects and by providing a framework that facilitates volunteering.

Terrassa provides many training opportunities to young volunteers. As part of the VALUES project, the city council offers grants to young people with a migrant background, covering the fees associated with the youth leader training. The practical training is carried out in one of the 24 youth associations (called 'espais' or 'caus' in Catalan) that develop educational projects with children and young people on a voluntary basis. The project prioritises both areas where there is less diversity and areas where there is a lot of diversity, to further strengthen the presence of a diverse pool of positive role models in youth associations.

For more information: Sandra Astudillo Moreno, sandra.astudillo@terrassa.cat

Zurich

Zurich has a long history of migration and refugee reception. From fellow Europeans in the 50s and 60s to third-country nationals as of the 90s, Zurich has been always open to newcomers. The city has an [Integration Office](#), responsible for issues relating to integration and migration, based on the City of Zurich Integration Policy 2019–2022. This office runs a [welcome desk](#) that offers advice to newcomers on several topics such as German courses, permits, residency, leisure time activities, education and child welfare. One core value of this service is that every member of the municipal integration team spends some time working at the desk, so they all have a chance to meet and get to know the local migrant population. This provides insights which help the team perform their work, such as the fact that regular communication strategies are far less effective among migrant populations than word of mouth, which means that trust and consistency are essential to successful integration initiatives.

The city wants to listen to its citizens with a migrant background. For this reason, the City of Zurich has established a Foreign Nationals' Advisory Board ([ABR](#)), an advisory commission to the city council that provides representation to its foreign resident population and wants to promote good coexistence between locals and newcomers. Through this board, the Zurich City Council stays informed of issues and concerns among its migrant communities.

With a high percentage of its population engaged as volunteers, Zurich is working on strengthening volunteering as a tool to promote integration. For example, the ABR acts as an intermediary between the city administration and the numerous migrant and refugee organisations in the voluntary sector and provides a



platform to discuss and design migrant volunteering opportunities. To inform its residents about volunteering opportunities, the Office of Social Affairs of the City of Zurich has developed a [leaflet](#) on volunteering opportunities for English-speaking people in Zurich. This publication includes the names and contact details of a variety of associations and initiatives looking for English-speaking volunteers to run their activities. The leaflet is published by the Contact Point for voluntary work, Zurich's platform for voluntary activities, providing information and support to individuals, organisations and the corporate world.

Zurich has 17 community centres which offer a wide range of opportunities for involvement and support. These community centres, called [Gemeinschaftszentren](#), are co-funded by the city. They function as a free meeting point for the residents of a district. They usually have a playground for kids and a little café-bar; many offer organised activities. People interested in volunteering are offered professional advice and guidance to find the perfect match for their skills and qualifications.

Zurich also cooperates with [AOZ](#), an independent organisation connected to the national, regional and local government. This organisation supports refugees all the way through their journey from asylum seeker to a resident with full status. Many local volunteers participate in AOZ to offer accompaniment and help migrants to get oriented in their new city, to offer language lessons and to take part in social activities and projects.

Some of the refugees involved in AOZ also volunteer for social initiatives, including Eritrean refugees who run Radio Brhan, an integration-focused radio programme for local migrants. Migrants in Zurich also volunteer with 'traditional' big NGOs, such as the Red Cross, Caritas or HEKS, who for example offer services to elderly locals, or 'new' local autonomous organisations, such as [ExpoTransKultur](#). Entirely volunteer-run, the goal of ExpoTransKultur is to bring migrants and locals closer through culture. This involves the exchange of stories, customs, ways of life and perspectives to promote mutual understanding and enrichment. Here, integration happens through dialogue during exhibitions, workshops and more.

It is important for a city to understand what roles migrant volunteers have, what they think about volunteering, what works and does not work and how it could be improved. Zurich can draw from a survey published by [Benevol Switzerland](#), an umbrella organisation for voluntary work. The survey records the trends and development of volunteering work, including among non-Swiss residents. Zurich is now working on how to improve the coordination of all volunteering opportunities in the city and how to facilitate access to volunteering for those who do not speak German or English. For more information: Christof Meier, Christof.Meier@zuerich.ch



Other good practices

This section includes good practices from other cities that were not part of the VALUES project. These cities are members of the Eurocities working group migration and integration. These projects and initiatives provide further examples of the four thematic benchmarks identified at the beginning of this publication.

Bilbao

Bilbao's Anti-Rumour Strategy (Estrategia AntiRUMORES del Ayuntamiento de Bilbao) aims to fight the negative stereotypes and rumours spread against foreigners that hinder interaction and peaceful coexistence in the city. The main objective is to create and consolidate a network of people and entities, including migrants and refugees, committed to the values of interculturality, social cohesion and fight against discrimination. The anti-rumour agents are people who voluntarily commit to their immediate environment, their neighbourhoods and the city, who want to improve Bilbao and contribute to the change of attitudes by raising awareness, providing information and inviting to the deconstruction of the collective imaginary in relation to people of foreign origin.

Bilbao City Council started the project in 2013 with several lines of intervention:

- **Intervention in the districts:** consolidation and maintenance of the Citizens' Anti-Rumour Network in the districts. Activation, dynamisation, training, development of awareness actions and annual meeting of the Anti-Rumour Network. Currently, more than 300 people, individually or representing entities linked to the social, cultural, neighbourhood, commercial, educational, etc. fields, make up the Bilbao Anti-Rumour Network. The anti-rumour agents have autonomy in designing and implementing awareness-raising actions at district level.
- **Intervention with young people:** provision of training and awareness activities in schools.
- **Anti-Rumour Creative Writing workshops and Anti-Rumour Short Story Contest:** yearly more than 100 works are submitted to the contest and 10 are selected for publication.
- **Development and implementation of communication tools:** anti-rumour storyline, guide for anti-rumour agents, keys to anti-rumour's communication, anti-rumour [quiz](#), audio-visual materials, etc. Within this initiative, the city produces a barometer of perceptions, values and attitudes of the Bilbao population towards immigration.

There are anti-rumour networks at European, national (Red de Ciudades Interculturales) and regional level ([Red AntiRumores de Euskadi](#)). For more information: Asociación de Mediación de Euskadi. Community intervention team, amekadi@gmail.com

Coventry

Coventry has a history of welcoming people and is a designated City of Peace and Reconciliation. As an official dispersal city providing sanctuary to people seeking asylum and one of the first three cities in the UK to voluntarily participate in the Syrian Vulnerable People's Resettlement Scheme and the Resettling Vulnerable Children's Scheme, Coventry has become one of the leading cities in the UK for the resettlement of refugees.

To enable effective integration of newly arriving communities as well as change the narrative on migrants, the city has developed the [Building Bridges project](#). The objective of this two-year initiative is to bring all communities together by supporting, participating and investing in the skills, assets and cultural background of



each individual. The project focuses on three aspects, among which developing and improving skills by providing intensive language classes for employability and creating volunteering opportunities. First aimed at refugees arriving through resettlement schemes, this programme of activities has been integrated into the Building Bridges project since March 2018 and is now accessible for any refugee or migrant living in Coventry. Through this practice, newly arrived refugees and migrants living in the city are offered an accredited employability course embedded with English classes. The programme offers participants the opportunity not only to learn about the UK workforce within a classroom environment but also to develop practical skills within the UK workforce via an appropriate voluntary work placement.

With a vibrant and active voluntary sector in the city, the municipality works closely with different organisations to design and deliver this programme. This 10-week programme delivered 4 times a year, consists of 6 hours a week of classroom-based learning and a voluntary placement of up to 10 hours a week. The programme is tailored specifically to participants' level of English and is accessible for participants ranging from the lowest level of English to the highest. Participants are supported in finding a voluntary placement appropriate to their level and linked to a realistic career aspiration. Along with obtaining an accredited employability qualification and practical experience in the local labour market, the programme has also a great impact on the confidence, motivation and realistic expectations of the participants, which all contribute towards integrating them within the wider community of Coventry. A creche and childcare facilities have been introduced collocated with the language classes in order to engage migrant women and allow them to take part in the programme.

Building Bridges also focuses on youth integration: 'School Aid Hubs' provide intensive support for newly arrived young migrants and help them to adapt to their new school environment, while the 'Community Aids Hubs' bring together young volunteer host and migrant communities while also developing their interpersonal and vocational skills and promoting community cohesion and integration of newly arrived young people.

Finally, the third aspect of Building Bridges focuses on giving back to the communities, by creating new volunteer programmes and building a network for long-term volunteer placements.

For more information: Mahmood Bismillah, mahmood.bismillah@coventry.gov.uk

Frankfurt

[AmkA.Info](#) (AmkA) is short for Amt für multikulturelle Angelegenheiten: City Office for Multicultural Affairs) provides access to information on free consulting services for citizens provided by city offices, NGOs, volunteering organisations, non-profit organisations, information on interesting free cultural events or activity groups, and projects aimed at integration and building civil society. It also provides a platform for initiatives/projects which aim to bring people from different backgrounds together (and thereby strengthening civil society) by having AmkA act as an amplifier. The office also feeds back information to the city administration about special needs and relevant topics among citizen groups. The office provides services to all citizens of Frankfurt, with a special focus on those usually confronted with barriers such as language deficits, lacking knowledge of the German bureaucratic and social system, marginalised and socially isolated groups, citizens new to Frankfurt (and Germany) but also to people who would like to become more active in civil society, engage in volunteering or start an initiative themselves.

AmkA.Info has an information desk where its staff provide information. A large flyer display gives visitors an



opportunity to browse for information themselves and there is an open seating area with desks, comfortable sofas and armchairs, inviting people to work, meet, talk and relax. Free coffee and tea are provided by AmkA.Info staff for guests using this open room. In addition, partner organisations are present at regular time slots during opening hours to provide specialised information or counselling on specific topics. The AmkA.Info staff are also available to answer citizens' requests by phone and email.

AmkA.Info also organised informal information events with partner organisations and specialised speakers on important topics relating to everyday life. These events created an opportunity for target groups to visit AmkA.Info's premises (stadtRAUMfrankfurt) and experience its facilities. AmkA.Info service as a subdivision of the City Office for Multicultural Affairs is part of the city administration and fully funded by the City of Frankfurt. It is a voluntary service of the city, the legal basis of which rests on laws issued by the municipal administration (Magistrat). It has been implemented as a permanent service. For more information: Patricia Baumjohann (team leader AmkA.Info), patricia.baumjohann@stadt-frankfurt.de

The Office for Multicultural Affairs is responsible for two projects: Vereinscoaching and Projektförderung. The objectives of Vereinscoaching are to support migrant organisations, to build relationships with and among migrant communities to understand their needs and to foster networks among migrant communities and organisations. The target groups are clubs and societies acting towards integration, migration and diversity, as well as migrants and descendants of migrants. The aim of Projektförderung is to support local associations and initiatives in implementing their projects, especially through financial contributions. In particular it supports projects that build bridges between people of different cultural backgrounds and thus contribute to exchange within the city's community.

For more information: Coaching for Clubs and Societies: Atila Yergoek, atila.yergoek@stadt-frankfurt.de

Leipzig

'Arriving at Leipzig. Mentorship for Refugees' ([Ankommen in Leipzig. Paten für Flüchtlinge](#)) is a mentorship programme aimed at all Leipzig residents who would like to support refugees in their successful integration into their new home through practical help. This voluntary activity can cover all areas of everyday life and is designed individually according to needs and possibilities. Families and couples as well as individuals can be sponsors or become temporarily involved in the programme. The mentorship programme's team takes care of the mediation and support for mentors and mentees. The programme has been sponsored by the City of Leipzig since 2014 and by the Johanniter Academy since August 2017. The responsible department within the city administration is the Social Welfare Office of the City of Leipzig. The programme has been very successful, especially in training the sponsors and in providing information about professional structures on integration to the point that the recruitment of volunteers has become quite challenging due to a very high number of volunteers who want to be part of the programme.

For more information: Marius Plambeck, Marius.Plambeck@leipzig.de

Malmo

The overall objective of the projects Framtidens Hus, House for the Future and Jämlik Hälsa, [Health Equity](#) is to strengthen the local community in Lindängen, a residential area in the southern part of Malmo. The population is multicultural, and a significant number of inhabitants have a migrant background. Municipal agencies, NGOs, networks within the community, congregations, academia and landowners cooperate to tackle socioeconomic and health-related challenges present in the neighbourhood through participatory and co-



creative actions, trustful relations between involved agencies and residents, community building and strategies to promote health literacy and resilience. The main beneficiaries are the residents of Lindängen. The House for the Future (Framtidens Hus) is a platform for collaborative work between municipal social services, NGOs (among others the Red Cross and Save the Children), academia and local networks. In this context the core practice of the city is twofold: to coordinate the cross-sector work in the community, and case management for households in need of economic support. Collaboration with other local branches of municipal services – library, schools, local reuse facility, the House for All-Activities – is essential. The Framtidens Hus started in 2012. Today the main department with responsibility is Arbetsmarknads- och socialförvaltningen (Municipal Department for Employment and Social Services).

The initial challenge was building trustful relations between the residents and agencies involved, and between said agencies. The solutions found included building local presence, collaborative efforts to facilitate empowerment, and working together across sectors and with residents in concrete, visible action. Notably, a large portion of this work has focused on re-establishing the common public spaces in the community centre, as a friendly, welcoming place for residents of all categories to meet and co-create inclusive activities.

For more information: Jörgen Andersson, Jorgen.andersson@malmo.se

Milan

Through the Beautiful Milan (Bella Milano) initiative, asylum seekers living in Milan's reception centres volunteer, together with local people, in taking care of public spaces in the city (cleaning green spaces, emptying the bins, maintenance of street furniture, extraordinary street cleaning in the case of snow etc.) to gain a sense of belonging and respect for the host community. The project is also open to people with vulnerabilities such as the homeless, former detainees, unemployed people, etc. All projects' activities are supported by AMSA, the municipal waste collection company. The idea is to create nine teams operating in nine municipal districts. The vocational activities aim to foster the culture of integration, convey a different perception of asylum seekers to the community, and give the newcomers the chance to experience life outside the centres, practise their Italian and establish a positive relationship with the neighbourhood they live in.

The asylum seekers taking part in the project received a reward for their efforts, a symbolic coin that could be used in some shops in the neighbourhood where they contributed with their team. The City of Milan paid for the products bought by the asylum seekers using the coins, but the mechanism generated positive effects on improving relationships between the asylum seekers and their neighbourhood and on the local economy.

The first phase of the project ran from April 2018 to May 2019 and was entirely financed through municipal funds. A second phase has recently started, supported by the municipality and EU funds. The Centre for Job Orientation and Placement – Rights, Inclusion and Projects area of the municipality is the unit in charge of the project.

For more information: Ornella Villella, ornella.villella@comune.milano.it

Munich

Bellevue di Monaco's goal is to facilitate the arrival of asylum seekers in Munich. Bellevue combines a living space in the city centre, counselling on asylum, work and migration issues, and a cultural centre, to connect people of different backgrounds. Bellevue di Monaco is leasing 15 flats in two buildings owned by the city of Munich to over 40 people from more than 10 different countries. One of the buildings consists of shared flats for young adults between 18 and 27 years old. Social workers offer them support and help with their daily lives.



The other building provides flats for families with special care needs (e.g. single parents, traumatised parents and children). With language courses, homework and study groups, language exchange pairings, apprenticeship-buddies and workshops in sports, arts and empowerment, Bellevue di Monaco connects people who were born and raised in Germany, with people who are newly arrived in Munich. The programmes – partly conducted by volunteers, partly by professionals (e.g. social workers, artists) – help create networks and sow the seeds for people interacting with each other. Bellevue di Monaco provides a place for different agents in the field of migration and asylum to meet and connect and establish a network of welfare associations, city authorities, NGOs, activists and refugees and migrants' organisations.

The project was started in 2014 by a group of activists protesting vacant city-owned buildings. In a very polarised social and political climate, with right-wing supporters who were against providing housing to refugees, the idea was to finance a refugees' housing project right in the centre of Munich, combining living, counselling, cultural activities and a meeting space to bring integration matters into the heart of the city and to encourage participation of as many citizens as possible. Starting with only one part-time employee and over 100 volunteers, Bellevue was mainly a voluntary project. It grew to become a small non-profit company with almost 20 employees (full and part time) and over 500 volunteers participating in different projects to support and interact with refugees. Bellevue is mainly organised by volunteers. The management board consists of three members, representing the fields of arts and culture, migration and youth welfare services. Bellevue also has a supervisory board of 11 members to date. They are elected by the members of the social cooperative.

At Bellevue di Monaco, refugees get counselling, engage in leisure time activities and language courses, and some even find housing, but all of them get a chance to become an active part of society. Most of the activities are organised with partners, such as counselling on employment issues, organised by the City of Munich, or migration counselling, which is run by hpkj e.V. (Youth Welfare Organisation) or the international women's café, organised by JUNO, an association for refugee women.

For more information: Agnes Fuchsloch, a.fuchsloch@bellevuedimonaco.de; City of Munich: Stefan Kreiner, stefan.kreiner@muenchen.de

Utrecht

[Plan Einstein](#) formally known as Utrecht Refugee Launchpad is an urban initiative aiming to include the reception of asylum seekers (state responsibility in the Netherlands) in a neighbourhood environment. During its first phase, the project focused on 40 young people from the deprived suburban neighbourhood of Overvecht living as a group of neighbours next to an emergency shelter for 400 asylum seekers, living, learning and socialising together. The main objective was to provide housing for the local youth as well as free English and entrepreneurship classes for both asylum seekers and the whole neighbourhood, alongside a multitude of social activities organised thanks to the support of many volunteers. When the project started in 2016, the Overvecht residents were violently opposed to the asylum seekers centre in their neighbourhood that had, in their opinion, already enough to worry about. By acknowledging their concerns and by building a nice community centre along with the asylum seekers centre, tensions at first reduced to a tacit status quo, then the residents started to discover all the activities offered for free and started to get to know the asylum seekers too. Both residents and asylum seekers protested against the temporary closure of the centre in 2018.

As of early 2019, the concept was transferred to an asylum centre for 600 asylum seekers in a mostly wealthy neighbourhood in the centre of the city, with mainly elderly people. Plan Einstein community centres offered a wide range of activities, open to all residents and asylum seekers. For more information: Jan Braat,



j.braat@utrecht.nl

[Welkom in Utrecht](#) is a youth volunteering organisation that started in the beginning of the large influx of asylum seekers in 2015. Its main objective is to create inclusive voluntary opportunities for both asylum seekers and refugees on one hand and local people on the other. Welkom in Utrecht runs language cafés on a weekly basis and organises different leisure activities such as visiting museums, contribute to the city's vegetable gardens, sport, culture, art. It also matches migrant families with local families, helps with homework, cooking clubs as well as sewing workshops. The municipality funds most of the initiatives organised by this association that can count on a team of four dedicated staff and many volunteers.

For more information: Rebecca de Kuijer, rebecca@welkominutrecht.nu

Stockholm

After the high number of arrivals of refugees in 2015, all sorts of organisations wanted to contribute in different ways to the newcomers' social inclusion. The project [VIDA](#) – 'Choose inclusion, participation, activity' – was born in this particular context out of the realisation that civil society and the public sector needed a more structured way of collaborating to effectively promote a more welcoming city. VIDA brought together civil society and the public sector to match newcomers with different civil society activities – social, sport or cultural – based on the person's own interests. The aim is to create more opportunities to practise language skills, expand social networks and/or promote physical and mental health, which in turn increase the individual's opportunities for integration and employment. The actual matching is done by two actors: a coordinator that works with civil society ('organisation coordinator') on the one hand and the Swedish Public Employment Service or the municipality which meets newcomers in the context of its work on the other hand. All organisations are welcome to join the project, as long as they meet several [quality standards](#), such as being a democratically grounded organisation and appointing a person responsible for liaising with the organisation coordinator. VIDA activities promoting language learning, networking and/or mental or physical health have to fulfil certain criteria to be considered as such and register to the project through a [dedicated form](#). Organisations that welcome VIDA participants receive a one-time payment of 1500 kr/€145 per participant.

As it is based on the newcomer's personal interests, the project generates a win-win situation. The organisation knows that whoever is matched with them has actively chosen the activities it organises. This creates the opportunity for people with common interests to meet and have discussion, and for the organisation to gain a new member.

The project was initially funded by the European Asylum, Migration and Integration Fund (12 million kr/€1.1 million) and was implemented from August 2016 to February 2019 by several municipalities in the Stockholm County and the Public Employment Service, under the County Administrative Board's responsibility. After the end of the project, given its success VIDA has been continued by the municipality of Stockholm, with two staff members working on its coordination. For more information: Arja Kallo, arja.kallo@stockholm.se



Contextual factors

The following is a list of factors that can affect the ability of your city to meet the four benchmarks included in this toolkit. You can refer to these when using the toolkit to explain a particular context in which your city operates.

Context factor	Examples of what this factor may involve
National legislation and policy	<ul style="list-style-type: none"> • Division of competences between central, or regional, and city administrations, limiting or increasing the city's power to act • Rules on the city's power to provide services to migrants and refugees or ways of delivering them (e.g. immigration rules) • Whether legislation (e.g. on equalities) allows the city authority to lead local action
Data availability	<ul style="list-style-type: none"> • Limits on official sources of quantitative data – or qualitative information where relevant – making it hard to plan or monitor integration-related work
Demography and migrant population	<ul style="list-style-type: none"> • Gradual or dramatic change in the city's population over the past decades • History of inward migration, including recent changes • Make-up of current migrant population (e.g. language requirements, educational background, diversity of national origin, how far migrants retain links with previous country)
Labour market and other economic conditions	<ul style="list-style-type: none"> • Overall economic conditions and rates of unemployment city-wide • Change in skills requirements of local employers as the city's economic structure alters • Opportunities for self-employment
City resources	<ul style="list-style-type: none"> • Changes in budget (e.g. because of cuts in central government grant or fall in local tax revenues) • Availability of financial resources for actions on integration and inclusion
Political situation	<ul style="list-style-type: none"> • Political control within the city administration • City policies on migration and integration and how far they are backed by cross-party consensus • Electoral outlook for the city • Political climate nationally, including national media, and national debate on immigration
Civil society in the city	<ul style="list-style-type: none"> • How far civil society has developed in the city – both migrant-run organisations and others



EU and international funding availability

- Extent of mutual support among civil society organisations
- Whether there is significant funding potential from EU or other international funding institutions

Significant institutional/ corporate presence and influence

- Whether there is a significant company, university, school or other major institution that affects the local context significantly

Public perception (of host community towards migrant communities)

- A particular prevailing narrative about migrants among the host community
- How far the media is hostile towards migrants and what their main messages are
- Difficulty in reaching and influencing the public



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