

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 D 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/



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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 activities
- 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 D 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 D: Mobilising volunteers to engage the young migrant population in community life

Values standard: In the city, young migrants are actively encouraged to be involved in community life at all levels and the city can draw on the skills and commitment of volunteers to help with this.

Young people form a significant proportion of the migrant and refugee population and arrive in cities via various routes, including on their own without their families. Volunteers from across the community can support the integration of young migrants – at particular risk of exclusion and not achieving their full potential – in a wide range of ways. This benchmark considers these but also importantly underlines the benefits of creating opportunities for young migrants to volunteer themselves. Volunteering helps them on their integration journey by giving them the opportunity to learn the language, make social connections and gain valuable skills, especially when they are involved in the design, delivery and evaluation of projects and policies. Young migrant volunteers can help cities welcome and orientate newcomers, break down barriers between migrants and non-migrants, and build bridges between generations.

1. All city plans and strategies for young people take account of the needs of young migrants and are co-produced with them

The city reviews all strategies for young people and children to ensure that they include young migrants as residents and participants.

Rationale: Young migrants are generally entitled to the same level of service etc. as other young people but may face specific difficulties in accessing them:

- Children may have missed education or face difficulties adapting to new schools.
- New arrivals may face language barriers.
- Young migrants may face discrimination in employment, education, social and leisure activities, and other spheres of their lives.

If the relevant strategies and plans do not include actions to deal with this, there is a high risk that young migrants will face exclusion and underachieve.

Guided questions

Does the city have a strategy for young people, and does it take account of the needs of young migrants?

How does it do this?

Has the city consulted young migrants and does the city take their views into account when it makes decisions?

Does the city provide a platform for young migrants' voices and feedback?

2. The city's youth strategy or plans include volunteering and encourage and support young migrants to volunteer

While some services may be exclusively delivered by paid staff, volunteers may be used to (among other things):

- support education



- provide community-based youth activities
- mentor young people at risk.

All such roles, of course, should be carried out by people who are adequately screened to safeguard the children and young people involved. The city encourages existing young volunteer programmes to include migrants and works to remove barriers to their participation. It also ensures that programmes to encourage migrant volunteering can include younger migrants.

Rationale: Volunteers do not just provide extra human resources. They can provide diversity, experience, enthusiasm and challenge. Encouraging volunteering among with young people also increases intergenerational solidarity. Contact with ‘befrienders’ may be a useful alternative to or complement psychotherapeutic services for young migrants if those services are not available or do not appeal to them.

Volunteering can be a pathway to integration for young migrants. It can help their personal development, particularly if they are given responsibility, and is an effective means of preventing social isolation. They may learn the value of ‘giving back’ to society. Young migrant volunteers can also be a visible reminder of the positive role that migrants can play and can break down barriers, both between generations and between migrant and non-migrants.

Guided questions

How are young migrants included in the city’s youth strategy?

How is the city reaching out to young migrants and going to meet them where they are, physically, as well as mentally, in order to involve them in volunteering?

Is there a strong network of service providers and are services suitably adapted?

3. Young migrant volunteers are included in the governance, design and delivery of all relevant structures and services

Young migrant volunteers are consulted on the design of structures and services, promote services as ‘ambassadors’, assist in the recruitment of staff and members of trustee/steering boards, participate in regular ‘have your say’ meetings and may have positions on advisory boards, management committees or boards of trustees. In all these capacities young migrants need to be properly informed and supported.

Rationale: The engagement of young migrant volunteers at all levels helps to ensure that structures and services are continually adapted to their needs and have their confidence and trust. At the same time, it cultivates the young migrants’ independence and offers them opportunities to develop their language, team and management skills. Volunteering, including as members of a management committee or board, is also a way for participants in youth clubs and projects to remain engaged when they have become too old to be users of the project.

Guided questions

How are young migrants involved in the delivery, design and governance of relevant services and projects?

How are young migrants involved in recruitment processes for



staff and boards?

What is being done to ensure that volunteers are retained once they have been recruited?

4. The city encourages appropriately screened, trained and supported volunteers to work with young migrants in schools and colleges to support and supplement existing provision

Volunteers in schools can engage with pupils facing language and integration difficulties. Volunteers in colleges can help with navigation and support. Migrant volunteers provide role models for pupils and students.

Rationale: The arrival of migrants in schools and colleges can pose challenges, especially if it is unplanned. Volunteers can provide valuable extra help, as well as being visible signs of solidarity with the new arrivals. Volunteer help with reading (with migrant children and others) is a proven way of helping children facing difficulties. While many volunteers will be from other communities, migrant volunteers offer the bonus of being role models for children who may find their parents weighed down by their recent or current difficulties.

Guided questions

How do volunteers find out about the opportunities that are available?

What training is offered in the backgrounds of migrant communities and the needs of migrants?

How do volunteers know when and where to go for help?

Is care taken to avoid offering voluntary jobs that might give an opportunity to control or influence families?

5. The city promotes volunteer-run activities for young migrants

The city explores the options for community-based activities for young migrants such as sports, games, involvement in community programmes, etc. especially for those who have just arrived. The city also identifies young migrants who are not involved in education training or employment as quickly as possible and sets up programmes for them using volunteers alongside paid staff to provide extra skills and support.

Rationale: Community-based activities are a particularly good site for migrant integration and provide options to involve young migrants as early as possible. Young people, including migrants, who ‘fall through the net’ are at particular risk of increasing disadvantage or of becoming involved in anti-social activity. Volunteer involvement in these programmes enables more and wider provision but is also a visible demonstration of resident and community commitment to these young people. Volunteering with girls and women can help boys and young men learn how to engage with them.

Guided questions

Does the city and/or its partners offer meaningful opportunities for young migrants to learn and grow?

Has the city reviewed community-based activities, such as sports, games and community programmes, to identify



opportunities for young migrants to volunteer?

Are there programmes that use volunteers to support young migrants who are not involved in education, training or employment?



Case studies

This section includes good practices from the 4 city partners which worked in Cluster D 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.

Bristol

The city of Bristol is engaged in and committed to welcoming newcomers and refugees. Besides being part of the UK network [City of Sanctuary](#)³, aiming at becoming 'welcoming places of safety for all and proud to offer sanctuary to all who need it', Bristol City Council officially signed the Integrating Cities Charter on 2 December 2020. This initiative led by Eurocities reiterates the political commitment of their signatories to the development of integrated policies on the integration and reception of migrants at local level. In the 2018–2023 [corporate strategy](#) of the city council, Bristol Mayor, Marvin Rees, reaffirms the strong political commitment of the city to 'be an inclusive City of Sanctuary where everyone feels safe and feels that they belong ... refugees, asylum seekers and migrants are able to contribute to the city's politics, culture, and development in a meaningful way'.

In this same strategy, the voluntary work and volunteer organisations are recognised as supporting the work of the city in 'making a real difference to people's day-to-day lives' (common factors 1 and 3). In its 2019 [Refugee and Asylum Seeker Inclusion Strategy](#), the city of Bristol reaffirms the needs to develop and implement actions 'encouraging volunteering, particularly among young refugees and asylum seekers'. The city, for instance, calls on young volunteers, among whom are refugees, to support the council's refugee resettlement programme by welcoming newly arrived families and helping them to get oriented in their new home. Inspired by its exchange with the city of Nuremberg through the VALUES project, Bristol hosted in 2020 its very first Award Ceremony rewarding volunteers in the city working with young migrants and refugees (between 16–25 years old). In the framework of the [Can Do Bristol](#) inclusion and diversity festival revolving around volunteers, Bristol City Council awarded winners in four categories: Young volunteer of the year (age 16–25); Longest serving volunteer; Volunteer with lived experience; and Volunteer who had the biggest impact (common factor 3).

But the municipality also works closely with different national and local organisations and stakeholders, civil societies and volunteers on different cooperative projects. Bristol City Council is for instance taking part in [Bristol's Young People's Immigration Forum](#), hosted by the charity [Bristol Refugee Rights](#), a meeting platform gathering local stakeholders supporting young people with insecure immigration status. Through this partnership, the charity also supports the city council in its work with Looked After Children and Care Leavers who are subject to immigration control.

³ City of Sanctuary is a national NGO network that works with city authorities and other institutions to foster a culture of offering welcome and safety for all, particularly for people seeking sanctuary from violence and persecution.



The [Creative Youth Network](#), another charity working with the city council to support migrant teenagers in reaching their full potential, operates on codesign principle, and gives young people the responsibility of guiding the services to meet their needs. Young migrants often find themselves to be socially marginalised and encounter difficulties at home and at school. The number one issue among young migrants is isolation, which can lead to serious issues with mental and physical health, as well as negative educational and employment outcomes. This is why the Creative Youth Network runs [Welcome Wednesdays](#), sessions in which young migrants, refugees and unaccompanied minors aged between 13 and 19 socialise and make friends. On passing the upward age limit for the sessions, many young migrants keep participating as volunteers. Among these is Herez, a barber, who comes and gives free haircuts to the young people. All the network's services are focused on building secure, positive and fulfilling lives for migrants.

[Step Together Volunteering](#) has been supporting vulnerable young people (age 16–25) with multiple and complex needs in Bristol since 2017. The project is run by a full-time volunteer project manager. The project provides intensive one-to-one mentoring support to help clients recognise their strengths, identify goals and aspirations, and plan how to achieve them. Referrals are received from a wide network of statutory and voluntary agencies, who are unable to provide such intensive support. A small proportion of the clients are refugees and asylum seekers, referred by other agencies or housing associations. A key feature of the programme is that it is all about reaching out to the young person and finding out their individual interest and what motivates them. There is no limit on the length of time the client will be supported, because creating positive and sustainable change in their lives takes patience, commitment and time.

The city also partly funds the AMIF project [IMPACT](#) – Integrating Migrant People through Activities to Connect and Thrive – implemented by [Groundwork](#) since January 2020, a federation of charities based in the UK. The project is designed to support 300 refugees and non-EU migrants in Bristol integrating into UK society. The programme is delivered through three key areas: Language: with English language classes; Preparation for work: providing employability skills training, careers advice; Culture: creative workshops that bring people together through community activities to promote intercultural understanding (e.g. gardening, cooking, arts, crafts). Volunteers support the facilitators in delivering the different activities. Due to Covid-19, most of the activities have moved online.

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Nuremberg

Nuremberg's work on integration and inclusion of migrants is part of a wider framework: its work on human rights. The city, signatory of Eurocities' Integrating Cities charter since 2015, vowed that never again would its administration be a driver of intolerance.

For several years, the city of Nuremberg has been mainstreaming its work on integration throughout its municipal services: integration in Nuremberg is a cross-sectoral issue, and therefore not the responsibility of one single department, but of all of them. A coordination group 'Integration' has been created to work on integration within the city administration. This group is composed of members from all departments and coordinates the administration's comprehensive activities on integration measures. These are driven by the city's [Guidelines on Integration Policy](#), first elaborated in 2004 and revised in 2018, setting out the mission and vision of the city's integration policy and serving as the foundation of the municipal work on integration.

When it comes to volunteering, the city has an appropriate framework to work with volunteers: its volunteer



department was founded in 2008 and has worked hard since then to promote, support and celebrate volunteers. Through the EhrenWert campaign, the department organises awards for outstanding commitment, with a prize worth €1,000 for the 'volunteer of the month' and organises an annual ceremony in City Hall inviting volunteers and handing out the awards. Nuremberg also celebrates the engagement of young people through its [#YoungEngagement](#) Award: four youth engagement prizes worth €2,000 each are offered each year. Two of the prizes go to engaged young individuals and two to groups supporting the engagement of youth. Young people under 30 can apply for this award with an original project (idea or ongoing). A preselection is made by a jury (which includes the previous year's award winner), and the finalists' projects are presented to the public for an online open process and public vote. The prizes help promote volunteer activities and opportunities, support new projects and ideas, and empower young people to be an active part in and improve the community. The programme is also open to young migrants and refugees. In 2019, for instance, [one of the winners](#) had his commitment to Oromo refugees rewarded. In 2020, one of the group prizes was awarded to the project [Start with a Friend \(Swaf\)](#), which matches people with a migrant history to local people through one-to-one buddy partnerships based on mutual interests.

Nuremberg's [cultural shops](#) offer a wide range of cultural activities, courses, events and concerts. Local associations, working groups and social institutions also meet regularly in these places, which are open to the public. The cultural department runs 11 cultural shops all over Nuremberg. They are all located at the heart of a neighbourhood and provide a convenient space to meet. The broad range of offers reflects the cultural diversity of the neighbourhood. Some cultural shops offer volunteer-run activities for young migrants, such as theatre classes, digital and other artistic workshops. These cultural shops are popular features of the community and can only run thanks to the involvement of volunteers.

The Centre for Active Citizens ([ZAB](#)) is the point of contact for civic engagement in Nuremberg. There are about 500 volunteers involved in the centre's different projects, among them more than 100 young people. The volunteers can choose between 22 different forms of volunteering, and more than 500 offers are recorded in the centre's database. The city of Nuremberg funds 75% of the budget of the centre (€450,000 a year). One of the supported projects focuses on outreach to potential volunteers with information sessions twice a week.

The city also uses the [Integreat](#) app, a multilingual platform used by more than 60 cities in Germany to welcome newcomers, support them in everyday life in Nuremberg and encourage them to volunteer. Nuremberg's app features a [dedicated page](#) for all volunteering-related information on how to become a volunteer in Nuremberg and highlights all the benefits of volunteering, and it even has a special section on asylum seekers' rights to volunteer.

Many volunteers' projects are supported by the city council, for example the [HEROES](#) project, first implemented in Berlin. It aims to prevent gender-based violence by training up young migrant 'heroes' and strengthening their own identities and ability to question gender, family honour or social expectations. These young men then pass on this knowledge in workshops to other young migrant men.

In order to keep up with all the citizen- and association-led activities implemented at local level on the topic of integration, the city organises [meetings with local volunteers on a regular basis](#). This feedback platform acts as a bridge between the municipality and the different local players, allowing them to work better together, and for the volunteers to provide information from the ground up and notify the city administration about potential gaps and needs. Nevertheless, the city wants to go even further: Nuremberg is in the process of developing an Academy for Associations and Volunteers. This platform will aim to connect all the different associations and



volunteer organisations working in the city, hence building a large network for successful exchange of experience and ideas. This new project has received full political support.

Toulouse

The city of Toulouse strongly believes integration starts from the youngest age. This is why the city engaged its Early Childhood Department in the VALUES project. The goal was to see new ideas and propositions arise on the reception and integration of young children and their parents, and on the role volunteers could take in this process. Through VALUES, exchanges between the Early Childhood Department and the Department of Solidarity and Social Cohesion have created a bridge and opened prospects for collaboration.

This is how the municipality has planned to pilot a new project in cooperation with the programme [Melting Potes](#). This volunteer programme, implemented by the association [Unis-Cités](#), pairs a young French person with a young 'allophone', a foreigner who does not speak French. The main objectives of the programme are, on one hand, to help the young allophone learn French, and on the other to support people living in squats access health services and education. The pair organises awareness-raising actions to guide migrants and Roma people living in squats, shanty towns, social hotels or requisitioned places on issues of health, education, legal advice or discrimination, etc.

Two main actions are foreseen by the Early Childhood Department in this new collaborative pilot project: the implementation of an Early Childhood Referent for the support of allophone families in fragile situations; and the creation of an itinerant children's and families' meeting place within accommodation facilities under the guidance of the Early Childhood Referent. The Melting Potes' volunteers will work closely with the Early Childhood Referent's and will offer mediation to migrant families in the early childhood facilities. Moreover, they will accompany early childhood educators and childcare workers to welcome families in the refugee accommodation centres. This new innovative project will develop a participative approach of the young migrant volunteers and the families. The young volunteers will join the discussion around the implementation of the project and will take part in the development of a multi-lingual glossary of everyday words, which will be a communication support tool for staff in early childhood facilities.

An evaluation of the pilot and its different activities aimed at the families as service users will be carried out with the young volunteers. Depending on the results, possible adaptations will be made to align the project with the needs of the families. It will also help the Early Childhood Department to evaluate the relevance of the actions, and if needed to sustain them and extend the project to other neighbourhoods, and the collaboration to other volunteer associations.

These actions developed in the framework of VALUES would contribute to the fight against inequalities led by the city for years now, promote social cohesion, language learning, and thus integration, parental and academic success.

Citizen's participation is quite crucial for Toulouse, and the city has created different bodies to make sure to get all citizens, no matter their origin, on board. Young people of Toulouse are represented by the '[Conseil des Jeunes Toulousains](#)' (youth council) a group of 30 young volunteers, aged between 15 and 25, with a one-year mandate. They meet local politicians and take part in discussions about projects and policies, making youth voice heard. Migrants and foreigners cannot vote in local elections in France, but Toulouse makes sure to give them a seat at the table through their '[foreigners council](#)' (*Toulouse Diversités – Conseil toulousain des résidents étrangers*), a consultative body composed of 20 members appointed by the mayor. Finally, the



municipality set up a new fund, '[Act in my neighbourhoods](#)' (*Agir dans mon quartier*), to promote local projects of common interest in specific neighbourhoods of the city. The funds are awarded by a management committee composed of the inhabitants themselves, and only the inhabitants of the neighbourhood are allowed to vote for the project they want to see awarded.

In April 2020, while in lockdown, Toulouse municipality opened [La Glacière](#), an accommodation centre for isolated young men between 18 and 25 years old, beneficiaries of international protection. The city council provided the building and funded the €800,000 renovation works. Toulouse's strong political commitment to meet vulnerable people's crucial need for housing and fight precarious living, such as camps and squats, is reflected here in the important financial investment the city undertook. The centre is managed by the association France Horizon, and its coordination time is funded by the National State. This centre not only offers accommodation to these young men but constitutes a framework for their successful integration. The principal goals are for them to be able to integrate in the labour market and access long-term housing solutions. The social workers offer global and individual support to each resident, with legal and administrative counselling; they are supported in their search for a job and access to healthcare and housing. Volunteers work in the centre, offering a large range of collective workshops, digital lessons, music classes, labour market integration workshops, language classes and so on. Furthermore, the young residents are geared towards other associations to take part in voluntary activities, and thus fostering their integration in French society by being part of the community, meeting new people, practising their French and gaining new skills.

Turin

For years now, the city has promoted and supported volunteer-based projects and initiatives. Since 1995, Turin made it its objective to encourage young people to volunteer, through its municipality youth volunteers programme, [GxT – Giovani per Torino](#) (Young People for Turin). The project, created and managed by the city, offers the opportunity for young people (16–30 years old) to use their free time for volunteering for major cultural events in the city. The city connects the young volunteers to different event organisers, be it foundations, theatres, associations or NGOs, all collaborating with the city. In 2019, there were 700 active volunteers who took part in different cultural events in the city, many of them with a migrant background. The city has a [dedicated website](#) aimed at young people in the city, with a [special webpage](#) on volunteering, listing all the volunteering opportunities for young Torinese, in their city and also abroad.

Through the initiative [Torino Spazio Pubblico](#), groups of refugees and migrants are volunteering alongside local residents to beautify public spaces. In operation since 2013, this municipal initiative recognises the two-sided nature of volunteering. Naturally, having a workforce of volunteers enthusiastic about keeping public spaces pristine is a great asset to the city, its tourists and residents. However, volunteering is also an outlet for young migrants and refugees – the programme is open to volunteers from the age of 15 – to express their desire to be an active part of the local community. Working together with Italians, volunteering in the same project, is a great way for migrants to mingle with their local peers. It is not only the migrants involved in the project who benefit; the project empowers all the volunteers, enabling them to become actors of change in their public space, increasing the sense of community and the level of security in the city, and creating social bonds.

The city also works closely with [Vol.To – Volontariato Torino](#), Turin's volunteer support centre. This umbrella non-profit organisation gathers 158 member organisations and a network of more than 1,300 associations. The centre assists local associations, offering a wide range of services, from training on volunteering for organisations or for volunteers themselves, to consultancy, planning and communication support, workshops



or webinars. One of the core activities of the centre is the promotion of volunteering, either through its online webspace dedicated to the dissemination of volunteer offers in Turin, or by its raising-awareness campaign in schools. Vol.To also takes part in numerous European, national, regional and local volunteer projects, some of which, such as the project [Conosciamoci meglio](#) (Let's get to know each other better), are focusing on inclusion. This project aimed at mapping foreign associations and good practices in the field of volunteering for migrants, promoting them through support paths and training courses, and supporting the recognition of skills acquired by migrants through volunteering.

Covid-19 brought its fair share of challenges. The pandemic has had important consequences for the most vulnerable people, on local communities, migrants and refugees, increasing social inequalities and poverty. To face these challenges, more than 30 Torinese local associations decided to join forces and organise a community-based network gathering associations, social actors and volunteer organisations in order to distribute food to the people in need. And so [Torino Plurale](#) was born. Turin municipality joined the network, which met in March 2020 for the first time, and now supports its work through a framework agreement and allocated funds for buying food. Though the cooperation is currently due to last until the end of 2021, the city of Turin is keen to find ways to continue this coordination platform. Through the VALUES project, Turin reaffirmed the need for the city to work more with volunteers, who represent a real opportunity for inclusion. Therefore, in its Action Plan, the city of Turin wants to consolidate its network with associations and NGOs, starting by making Torino Plurale a permanent coordination tool.

To respond to the social challenges exacerbated by the pandemic, the city of Turin also launched the project [Portineria di Comunità](#) (Community Concierge), to provide assistance to vulnerable people and families. The initiative, partly funded by the European Social Fund, addresses the issue of social isolation, and aims to promote the social inclusion of disadvantaged people in marginalised neighbourhoods. The Community Concierge offers a wide range of services, such as facilitating contact with public administration, food delivery, childcare and home-schooling, digital support, language classes and psychological support. They are a point of reference for the whole neighbourhood. Though the Community Concierges are paid, volunteers work closely with them in delivering the services, such as volunteer teachers, psychologists, and so on. The offers come from a mapping of the needs of the neighbourhood, expressed by the citizens themselves. As of March 2021, more than 200 residents have joined the initiative and taken part in this project.



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 socioeconomical 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@malmö.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 in 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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