

DELIVARABLE D.T1.4.1

Report on the best practices in the
territories of the partnership

12 2019





Introduction

This deliverable provides a report on best practices in the area of refugee integration, in the territories of the partnership. Best practices collected by the consortium are in depth described, with particular attention to the network of actors involved, the partnership implementing the initiative, the kind of approach used and the types of need addressed.

This deliverable is part of the Activity A. T. 1.4. “Mapping and analysis of current policies on refugee reception and integration in Central Europe”, that contribute the aim of the WP1 - that is, to set up a method for measuring the social innovation capacity in the area of refugee integration. It starts from the evidences collected in previous Activities, in particular the mapping of refugee policy in Central European regions, and the co-creation of a transnational strategy for a common social innovative approach in refugee policy. Moreover, these best practices are preliminary to the last Activity of the WP1 (A.T.1.5), being they following used as case studies in order to build a set of indicators for measuring social innovation capacity. As WP Leader, UNIVE had coordinated the activities related to this deliverable, with the best practice collection made by ZRC SAZU, UNIVIE, UNIVE and TUB (after receiving feedback from the other partners of the consortium, including the APs).

For the purposes of this deliverable, we can define good/best practices as experiences or initiatives that are working well and can be replicated elsewhere, considered to be effective in contributing to refugee integration, and therefore deserving to be proposed to other regional/local contexts. Best practices can be regarded both as processes or interventions that would be easily transferred (better if the bottom-up ones), and with positive effects as concern refugee integration (labor market integration, and/ or housing integration, and/or social integration).

Following this definition, each partner had been invited to collect the highest number of best practices, not only in the four Central European Regions involved in SiforREF, but also in other ones. Each partner prepared a description of each of the best practices it collected by using a Google Form (see Attachment) elaborated by UNIVE, and following discussed with the other partners involved in this best practice collection before to be used. The form presented four sections, related to: i) a categorization of the best practices (labor market integration, social integration, housing integration, etc.); ii) general information about the best practice (name of the initiative, county/area, level of the practice, geographical coverage, period, type of activity, partnership implementing the initiative); iii) contents of the good practice (reason for choosing it, short description, main goals, target beneficiaries, achieved results); iv) an evaluation of the practice (success factors, innovativeness, challenges and constraints encountered, adaptability/replicability to other contexts, up-scaling); v) main sources related to the best practices (web site, reports, academic resources, etc.). A total of 16 best practices had been collected. The following pages of this deliverable present a short description of each of them (by following the same structure/analytic grid).



Name of the Practice	<i>School4Job</i>
Category	<i>Labour Market Integration Social Integration</i>
Country - Area/Region	<i>Italy, Bologna</i>
Geographical Coverage	<i>Metropolitan area</i>
Timelife	<i>1 November 2018 – 1 November 2019</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>The initiative carried out by the cooperative Arca di Noè, in partnership with ASP Città di Bologna, two local high schools (M. Minghetti in Bologna and ISS Archimede in San Giovanni in Persiceto), the Department of Psychology of the University of Bologna, AICIS, and with the support of the Carisbo Foundation.</i></p>	
Contents of the practice	
<p><i>School4Job was selected as a particularly inspiring initiative in the realm of labour and social integration. Thanks to sustained interactions with professionals and assorted social actors, a group of asylum-seekers could enhance their professional and relational skills, as well as their chances of accessing the job market. The project also involved high-school students of a similar age, thus fostering relationship-building and knowledge exchange. Last, the initiative was based on the cooperation of public, private, and third-sector organizations, and thus stands out as a successful instance of co-creation in the field of social welfare.</i></p> <p><i>The project builds on the assumption that asylum-seekers and students share a similar challenge, namely that of seeking a job and accessing the job market. Based on this commonality, several venues were set up (two intensive kick-off meetings and 20 additional seminars over a one-year period) during which newly-arrived migrants and students of a similar age could personally meet so as to exchange their knowledge, skills, and capabilities, with the prospect of labor integration. Insights were provided on how to build-up a résumé, prepare a job interview, develop a technical/professional jargon, and deepen the knowledge of the English and French languages.</i></p> <p><i>As for the participants, the project gathered asylum-seekers and beneficiaries of international protection that were undertaking an integration process within the SPRAR/SIPROIMI system of the municipality of Bologna, on the one hand, and a group of students from two local high schools involved in an educational/ professional project</i></p>	



(the so-called “Alternanza Scuola-Lavoro”, a national-level policy), on the other. Their interactions unfolded through the support of social workers with an expertise in social and labor integration. Moreover, students and interns of the University of Bologna could join the initiative by providing mentorship to both asylum-seekers and high-school students.

A series of dissemination activities were also carried out. On November 6, 2019, project participants exposed their experiences at the University of Bologna, in the context of a course named “Strategies and instruments for empowerment and active citizenship,” held by professor Federica Zanetti. During the seminar, moreover, high-school students showed a self-produced video – entitled “Visto da Noi” (Seen by Ourselves) – on their personal experience with School4jobs. The same video was also projected at another venue, held on November 13, 2019, in the city center of Bologna. The event also consisted of a photo exhibition, set up through a co-creation approach and aimed at recounting the emotions, experiences, and relationships flourished through the encounter between students and migrants of a similar age.

Evaluation of the practice

Several factors contributed to the success of this best practice. First, School4jobs involved a variety of partners – including local authorities, schools and universities, private foundations, and specialized third-sector organizations – that mobilized different resources (economic, cognitive, emotional, etc). Second, the initiative responded to a variety of social demands in a holistic fashion. The provision of concrete instruments for job integration went hand in hand with the creation of a breeding ground for relationship-building – thus simultaneously improving the social and labor integration of asylum-seekers. Third, the project was enacted within a favorable political landscape and through the means of a prosperous welfare system.

The practice is (socially) innovative because it is based on a co-creation approach and on the involvement of assorted state and non-state actors. The project responded to similar needs expressed by different target groups (asylum-seekers and high-school students of a similar age), which were thus enabled not only to having greater job opportunities, but also to build mutual relationships. Relatedly, the innovativeness of the project consisted in its ability of connecting different groups and enhancing the social cohesion of the whole local community, especially through dissemination activities.



Adaptability/Replicability to other contexts	
<p><i>The project has remarkable rooms for scalability. It was developed by involving asylum reception centers, high schools, and universities at the local level. As these institutions are often under the jurisdiction of central authorities, it is then reasonable to develop permanent policies with similar purposes at the national level.</i></p>	
Up-Scaling	
<p><i>School4jobs can be replicated in other contexts as far as similar success factors are at play. These include the involvement of different partners mobilizing different resources, the existence of a favorable political landscape, and the back-up of a solid, well-equipped welfare system.</i></p>	
Related Web site(s) of the practice	http://www.aspbologna.it/ccerca-nel-sito/news/school-for-job
Related reports and resources developed by the practice	<ul style="list-style-type: none"> • http://www.aspbologna.it/ccerca-nel-sito/news/school-for-job • http://www.aspbologna.it/notizie-protezioni-internazionali/servizi-erogati/protezioni-internazionali/school4job-si-racconta-un-seminario-e-una-mostra-fotografica • https://www.arcacoop.com/school-for-job/ • Power point document shared by organizers.
Contact Details	https://www.arcacoop.com/school-for-job/



Name of the Practice	<i>Zona 8 Solidale</i>
Category	<i>Labour Market Integration Social Integration Housing Integration</i>
Country - Area/Region	<i>Milan, Italy</i>
Geographical Coverage	<i>Neighbourhood-level</i>
Timelife	<i>28 September 2016 – 18 December 2017</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Private</i>
Partnership implementing the initiative	
<p><i>The initiative was carried out by assorted civil society organizations, such as NGOs (e.g. Emergency), trade unions (e.g. CGIL), parish churches, social centers (e.g. Il Cantiere), and individual volunteers (e.g. retired teachers).</i></p>	
Contents of the practice	
<p><i>Zona 8 Solidale was selected as a particularly inspiring initiative. It emerged from the grassroots thanks to the engagement of volunteers and activists coping with an extremely hostile context (i.e. poor and restrictive national policies, rising opposition from far-right forces). These scarce resources and external obstacles notwithstanding, Zona 8 Solidale succeeded in improving the condition of roughly 300 asylum-seekers through a holistic approach to labor, housing, and social integration. Also, the initiative succeeded in prompting a sympathetic response by the Milan's city government, which endorsed and expanded the demands coming from this neighborhood committee.</i></p> <p><i>Following the Ministry of Interior's decision to set up an Emergency Reception Center (CAS) at the Ex-Caserma Montello (a former barracks in Milan's north-western outskirts), some inhabitants were involved in unrest. They perceived the arrival of roughly 300 migrants in a suburban area as a threat to social stability. Parties and movements on the far right fueled skepticism by propagating a much more political, anti-migrant discourse. Zona 8 Solidale emerged with the objectives of countering racism by promoting a culture of solidarity and providing a decent reception to migrants through volunteering.</i></p>	



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Activists staged several demonstrations and engaged in lobbying activities for advocating the rights of these immigrants. Beside political claim-making, they also arranged a set of integration services, such as Italian language classes, professional training, legal counselling, sport activities, and other opportunities for socialization. The overall strategy was to push the CAS model as close as possible to the SPRAR one. In fact, while CAS centres are often large-sized and poorly provided, the SPRAR system is widely recognized as a valuable policy instrument, as it includes a holistic set of services aimed at the individual empowerment of. In other words, volunteers added further services to the ones provided through the CAS while staying within its legislative boundaries. Also, Z8S organized a party inside the Ex-Caserma on 2 November 2017. This eased the tension in the neighborhood, as residents and newcomers could meet personally.

The initiative emerged in conjunction with the decision to establish the reception center (April 2016) and was carried out until the closure of the center (December 2017), when migrants were forced to resettle in other centers.



<p>Evaluation of the practice</p>
<p><i>One important success factor was the pre-existence of a strong and dense solidarity network in the neighborhood. The initiative did not emerge in a vacuum, but was an expression of the social capital accumulated in this territory over the decades. Another important factor was the combination of political advocacy and social volunteering, as these two sets of actions could reinforce one another. Lastly, the favorable stance of municipal institutions toward the initiative facilitated its success.</i></p> <p><i>The practice is (socially) innovative because it originated from the interaction of non-state actors relying on their own voluntary work, moreover mobilizing in a context of political polarization and scarce policy provisions. Albeit such obstacles, the practice succeeded in providing a vast array of integration services in a holistic fashion, while also promoting civic engagement among the local population at large. Finally, the practice is innovative because it spurred a broader process of upscaling, also through the involvement of municipal institutions.</i></p>
<p>Adaptability/Replicability to other contexts</p>
<p><i>Grassroots initiatives as Zona 8 Solidale mushroomed across many European localities over the last decades. Their replication can be hardly achieved through top-down ‘impositions’, but the dissemination of such experiences is often important for inspiring social innovation elsewhere. Also, replication seems conditional on the existence of a pre-existing solidarity network at the local level and, possibly, on the support provided by a sympathetic local government.</i></p>
<p>Up-Scaling</p>
<p><i>Solidarity initiatives that emerge in urban contexts – as in the case of Zona 8 Solidale – show significant rooms for scalability, as they can beget processes of diffusion across other territories and toward higher geographical scales. Zona 8 Solidale indeed paved the way for the emergence of a larger social movement named No One Is Illegal in spring 2017. While adopting a confrontational repertoire of action (e.g. street protests), NOII sustained a continuous dialogue with the municipality. These interactions culminated with a large demonstration on 20 May 2017, which was promoted by the city government and most progressive civil society organisations in Milan.</i></p>



Related Web site(s) of the practice	https://www.facebook.com/zona8solidale/
Related reports and resources developed by the practice	<ul style="list-style-type: none"> ▪ Bazurli, R. (2019) <u>Local governments and social movements in the 'refugee crisis': Milan and Barcelona as 'cities of welcome'</u>. <i>South European Society and Politics</i>, 24:3, 343-370, DOI: 10.1080/13608746.2019.1637598 ▪ https://www.facebook.com/zona8solidale/ ▪ https://www.cantiere.org/16166/zona-8-solidale/ ▪ https://www.pressenza.com/it/2016/09/milano-nasce-zona-8-solidale/ ▪ https://thesubmarine.it/2017/11/02/un-anno-di-solidarieta-alla-caserma-montello/ ▪ https://www.repubblica.it/argomenti/Caserma Montello
Contact Details	https://www.facebook.com/zona8solidale/



Name of the Practice	<i>Vesta</i>
Category	<i>Housing Integration</i>
Country - Area/Region	<i>Italy</i>
Geographical Coverage	<i>City of Bologna</i>
Timelife	<i>October 2016 – December 2019</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>The Vesta project partnership involves the Municipality of Bologna as lead institution, Asp City of Bologna with a coordinating role and CIDAS Social Cooperative like managing body.</i></p>	
Contents of the practice	
<p><i>Vesta wants to contribute to the protection, welcome and integration of unaccompanied foreign minors and young refugees who are beneficiaries of the SPRAR project. It involves families, couples and individual residents who voluntary choose to host them in their own home and actively accompany them in their integration process. The project includes different opportunities: family hospitality, family support, volunteer mentor, foster care and volunteer work.</i></p> <p><i>In this path, the staff helps participants in the training course imagine themselves as welcoming citizens and families, and illustrates the supervisory and support tools available to the candidates, along with the counseling services and psychological support for the young people in the programme.</i></p> <p><i>The main goals of the project are the promotion of the social inclusion and the autonomy of the SPRAR beneficiaries, and at the same time the engagement of the local community in the integration process.</i></p>	
Evaluation of the practice	
<p><i>The evaluation of the project includes the evaluation at the beginning of the training path that involves families and SPRAR beneficiaries, intermediate and final evaluations. It is realized through meetings with families, operators and beneficiaries.</i></p> <p><i>The Vesta project is offering a new opportunity to build increasingly integrated, innovative and safe communities and represents an important contribution to integration, in which families and individual citizens can be personally involved.</i></p> <p><i>The most important success factor regards the involvement of families and citizens in the integration path of SPRAR beneficiaries.</i></p>	



<p><i>Sprar beneficiaries involved in Vesta project more easily can found their source of income, housing solution and can better understand the local culture and feel part of the local context.</i></p> <p><i>An important challenge that the project has to address is continuously adapting the skills of the project operators to the new dimensions of this phenomenon.</i></p>	
<p>Adaptability/Replicability to other contexts</p>	
<p><i>The good practice was already tested in Bologna and Ferrara territories but it is easily adaptable to other contexts</i></p>	
<p>Up-Scaling</p>	
<p><i>The project is easily adaptable to other contexts with the involvement of refugee or asylum seekers, other projects and citizens.</i></p>	
<p>Related Web site(s) of the practice</p>	<p>https://www.progettovesta.com/en/</p>
<p>Related reports and resources developed by the practice</p>	<p>https://www.progettovesta.com/en/press/</p>
<p>Contact Details</p>	<p>https://www.progettovesta.com/en/contact/</p>



Name of the Practice	<i>S.A.L.U.S W SPACE - Sustainable Accessible Livable Usable Social space for intercultural Wellbeing, Welfare and Welcoming in the metropolitan City of Bologna</i>
Category	<i>Housing Integration</i>
Country - Area/Region	<i>Italy</i>
Geographical Coverage	<i>City of Bologna with the involvement of its neighbourhoods</i>
Timelife	<i>1th November 2016 - 31 th July 2020</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>The Municipality of Bologna (Institution for Social and Community Inclusion Don Paolo Serra Zanetti, International Relations and Projects Office, Public Works) is the coordinator of the project, which was designed and implemented by 16 partners with the support of 12 Local Stakeholders.</i></p>	
Contents of the practice	
<p><i>The overall objective of project is to build a center for hospitality and work as well as intercultural welfare and wellness: Salus Space.</i></p> <p><i>The project was designed to turn the ex clinic "Villa Salus", which have been in a state of abandonment and decay for years, into a center for hospitality, work, intercultural and social welfare where students, workers, migrants and families are trained for the future management of the property and the creation of business activities.</i></p> <p><i>A maximum number of about 80 people will be hosted, including families, refugees or asylum seekers. There will be a bed & breakfast with 12 places available.</i></p> <p><i>The purpose of Salus Space is to create and define an innovative and replicable model of reception and integration for refugees, to be used also in other European contexts.</i></p> <p><i>The main goals regard the social inclusion and the development of a hub of proximity services economically sustainable and replicable in other territories.</i></p>	



Evaluation of the practice	
<p><i>Ongoing monitoring and evaluation procedures are used during the whole process and are shared with all the partners, citizens included. A dedicated evaluation team has been set up in order to evaluate the project. This group, composed by professional evaluators and citizens, meets regularly and supports the project partners in achieving the expected results and guaranteeing quality and sustainability over time.</i></p> <p><i>The innovativeness regards the creation of an experimental site for social innovation through a participatory design process (co-design), with a generative and intercultural Welfare approach.</i></p> <p><i>An important success factors is the presence of a big local support network aimed at realizing the activity with a participatory method.</i></p> <p><i>About the obstacles encountered, during the project the first target group, that includes SPRAR beneficiaries, was partially redefined due to the new Italian law.</i></p>	
Adaptability/Replicability to other contexts	
<p><i>One of the purposes of the project is define an innovative and replicable model to be used in other European Countries.</i></p>	
Up-Scaling	
<p><i>The chance to expand the project in other contexts depends on its economical sustainability, that will be evaluated during the testing phase.</i></p>	
Related Web site(s) of the practice	http://www.saluspace.eu/?lang=en
Related reports and resources developed by the practice	http://www.saluspace.eu/documents?lang=en
Contact Details	http://www.saluspace.eu/contacts?lang=en



Name of the Practice	<i>Haus AWAT - Betreute Wohnintegration von Flüchtlingen [House AWAT - Sheltered housing integration of refugees]</i>
Category	<i>Labour Market Integration, Social Integration, Housing Integration</i>
Country - Area/Region	<i>Austria, 1060 Vienna</i>
Geographical Coverage	<i>Haus AWAT is physically present and active at Gumpendorfer Straße in the 6th district of Vienna. Public awareness of the initiative can be found on district/local, city/regional as well as Austrian/national level.</i>
Timelife	<i>2017-2020 (renegotiation of rental contract until 2023 is possible)</i>
Level of the practice	<i>Local, Regional, National</i>
Type of activity	<i>Mixed (Public and Private)</i>
Partnership implementing the initiative	
<p><i>AWAT is operated by Hilfswerk Vienna. The umbrella organisation of Hilfswerk Austria is called “Hilfswerk Österreich” and it is one of the biggest providers of social services (e.g. elderly care, services for homeless, childminders) in Austria. Employees at AWAT consist of social workers who are employed by Hilfswerk, as well as voluntaries with and without refugee backgrounds. For the business area at the ground floor (barber shop), AWAT collaborates with proficient to hire employees and to train apprentices, a proficient barista who runs the café and educates refugees as baristas, and taylorwomen for the upcycling shop. The building of AWAT is owned by a private landlord with a refugee background on his own. Financial support is provided for 1) homeless aid and 2) refugee aid by the Vienna Social Fund, a sub-agency of City of Vienna. For training programmes, AWAT is collaborating with the Austrian Public Employment Service (AMS) and Wiener ArbeitnehmerInnen Förderungsfonds (Waff). Political support can be found at district level: the district mayor is supporting AWAT as a proponent in public debates.</i></p>	
Contents of the practice	
<p><i>Haus AWAT (Kurdish name for “hope/whish”) provides sheltered housing for asylum seekers in the national programme of provision with basic supplies as well as dwelling places for recognized refugees. Temporary residents in Haus AWAT incorporate single male, female, LGBTQI as well as families. In addition to housing, the ground floor is used as a business zone that opens up to the public/neighbourhood. It consists of a coffee bar, a barber shop as well as of a workshop area for tailoring and upcycling. The rooftop as well as the event room in the upper level can be used for community events free of charge. The target groups of AWAT are asylum seekers, refugees as well as the neighbourhood / host society, to foster:</i></p> <ul style="list-style-type: none"> <i>- Housing integration through temporary housing for asylum seekers and refugees</i> <i>- Housing integration through support services to find permanent housing for refugees</i> 	



- Labour market integration through support service in education recognition
- Social integration by offering an “open house” to the neighbourhood and initiatives outside of Haus AWAT.

Evaluation of the practice

Results achieved are: 6 temporary sheltered housing for asylum seekers and refugees, a business zone with training and education programmes, community / neighbourhood interaction, multi-level stakeholder network, a funding scheme consisting of public funds as well as private donations, the sustainable transition to permanent housing in private sector, capacity building of refugees concerning basics of self-sustainability (work, laws, education, finances, participation). Innovations can be found through the combination of housing and labour market integration as well as social integration in one physical & social space, the provision of a “space of encounter” for newcomers and the host society, the strong institutional support by Hilfswerk and Social Funds Vienna and the strong network consisting of individuals, civic initiatives (e.g. breakfast in the park), local institutions (e.g. Gebietsbetreuung) and public actors (e.g. district government). Challenges and constraints encountered are: financial constraints addressed by a mix of public funding supporting the provision with basic supplies as well as services for homeless aid, “target group” of asylum seekers and refugees becomes smaller due to national anti-immigration policies and limited rent contract (in a gentrifying neighbourhood).

Adaptability/Replicability to other contexts

In general, the AWAT house could be implemented in other Viennese districts as well as other cities across the country. However, Hilfswerk as the operator of Haus AWAT, does not pursue the strategic goal to expand refugee integration programmes. The overall idea of a mix of housing, business and community spaces is generally replicable. However, the integration of training programmes as well as the financing of housing for asylum seekers and refugees depends heavily of the local/national context of institutions, available public funds as well as policies (e.g. with regard to education/labour market programmes).

Up-Scaling

AWAT combines a mixed-domain approach to refugee integration in a unique manner: housing, labour market access and social integration. This project is based on a multi-level network including public actors, policymakers as well as private initiatives. In theory

this practice would be transferable and scalable. However, due to stable refugee numbers, there is (currently) no need to replicate this practice.



Related Web site(s) of the practice	<p><i>https://www.hilfswerk.at/wien/soziale-angebote/wohnungslosenhilfe/fluechtlingshilfe-awat/</i> <i>https://www.facebook.com/AWATWienerHilfswerk/</i></p>
Related reports and resources developed by the practice Contact Details	<p><i>Mag.a Christina Schilling Flüchtlings- und Wohnungslosenhilfe Wiener Hilfswerk Gumpendorfer Straße 65, 1060 Wien T: +43 1 512 36 61 4411; M: +43 664 618 94 45 E: christina.schilling@wiener.hilfswerk.at W: www.wiener.hilfswerk.at FB: www.facebook.com/AWATWienerHilfswerk/ ZVR: 814134410 UID-Nr.: ATU 53113107</i></p>



Name of the Practice	<i>Stand 129 der Caritas Wien [Booth 129 by Caritas Vienna]</i>
Category	<i>Social Integration, Cultural Integration</i>
Country -Area/Region	<i>Austria, 1100 Vienna</i>
Geographical Coverage	<i>Stand 129 is located in the 10th district (Favoriten) in Vienna. Stand 129 is a former vegetable shop (40 sqm + 20 sqm for toilet and storage room) in a small building next to a market site. Stand 129 is exclusively operating in Favoriten.</i>
Timelife	<i>2013 – end date depending on funding</i>
Level of the practice	<i>Local, District</i>
Type of activity	<i>Mixed (Public and Private)</i>
Partnership implementing the initiative	
<i>Within Booth 129, several partners are concerned with this project: Caritas Wien as operator and employer of social workers, community workers working at Stand 129; the Municipality of Vienna as funding partner; funds provided by European Union; integration of social radio, participatory video and theatre; incremental quality assessment and monitoring; NGOs and associations who collaborate in diversity and anti-discrimination trainings (to establish new rules, routines and structures to improve the work practice); volunteers (incl. refugees) and internships.</i>	
Contents of the practice	
<i>Stand 129 is a former vegetable shop (40 sqm + 20 sqm for toilet and storage room) in a small building right in the centre of a market site in the 10th district (Favoriten), Vienna. The market is known for its cultural diversity and as such, Stand 129 provides room for events and workshops in a transparent and inviting (large windows) manner. Its effects can be identified at community level by providing low-threshold programme to the public (e.g. community events, cultural events e.g. small concerts, movie nights, choir, theatre workshops and cooking sessions) and to individuals (e.g. German language courses for refugees provided by volunteers). Staff and volunteers attend regularly trainings on diversity and awareness for discrimination. Stand 129 combines a mixed-domain approach to refugee integration by providing a cultural space to the neighbourhood and its diverse community. As such, refugees are part of the community and not a “special group” within the neighbourhood. The open space of Stand 129 is available to everyone interested in the programme and searching for opportunities to contribute to community live. in a unique manner: housing, labour market access and social integration. Stand 129 tries to break down the understanding of “high culture” in Vienna and Austria, in comparison to low-threshold alternative culture by various co-operations with the settled institutions like MUMOK (Museum of Modern Art). The target groups of Stand 129 are the local residents, migrants and refugees as well as the neighbourhood, to foster:</i>	
<ul style="list-style-type: none"> - <i>Low-threshold confrontation with art (also so-called “high art”)</i> - <i>Community integration for residents in a deprived neighbourhood</i> - <i>Providing an open space for diverse users and diverse uses</i> 	



- Offering alternative cultural and arts programmes.

Evaluation of the practice

Results achieved are: space of encounter / social space within an under-served neighbourhood, open space for cultural and community events, German language classes for migrants and refugees, space for voluntary work, sustainable funding scheme and long duration of the project. Innovations can be found through a combination of social integration and cultural space in one physical space, the provision of a “space of encounter” for everyone who is open towards diversity, a strong institutional support by Caritas Wien and Municipality of Vienna, the successful acquisition and implementation of EU funds, a strong network consisting of individuals, volunteers, local institutions and public actors (e.g. district government). The activities in Stand 129 do not aim at “helping” or “supporting” people in need but creates a space of encounter. The team working at Stand 129 is multi professional (no social workers but different artistic backgrounds) and speaks all languages of the most relevant migrant communities. The team/staff is in constant contact with the community in the larger neighbourhood and has the capacity and interest to build relationships to people outside their comfort zone. Personal relations are a very important aspect of the daily work at Stand 129. As such, continuity in the team is highly relevant. Challenges and constraints encountered are: financial constraints and dependency on additional funds (e.g. EU funding), and due to being located on a market site there are specific laws (e.g. market law) and regulations (e.g. opening time) which limit the practices (e.g. no events on Sundays). As long as the (market) administrations continuous to value our work, they will continue to apply exceptions for many practices - but this is based on good will.

Adaptability/Replicability to other contexts

In general, Stand 129 could be implemented easily in other Viennese districts (even on market sites) as well as other cities across the country. Many aspects of this practice can be adapted to other contexts. For instance, it is a place visited and used by refugees to improve language skills. In addition to that, they might meet their “teacher”/volunteers in a cooking session or an artistic project, were refugees are the experts and the “teacher”/volunteers learn from refugees. Stand 129 is a permanent institution, which can be visited regularly for different occasions.



Up-Scaling	
<p><i>In the context of Stand 129, up-scaling might be understood as setting up similar places in different neighbourhoods, not implementing larger and more centralized centres. There is probably a need to set up similar projects in many other disadvantaged neighbourhoods across Vienna (and in other Austrian and European cities). Nevertheless, building up a venue like Stand 129 is a long-term effort that requires resources (personnel & finances). A one-year perspective for similar practice cannot be considered as useful and impactful.</i></p>	
Related Web site(s) of the practice	<p><i>https://www.stand129.at</i> <i>https://www.caritas-wien.at/hilfe-angebote/zusammenleben/kunst-fuer-alle/stand-129/</i></p>
Related reports and resources developed by the practice	<p><i>n.a.</i></p>
Contact Details	<p><i>Caritas der Erzdiözese Wien Tilman Fromelt Stand 129 Viktor Adler Platz, Marktstand 129-132 1100 Vienna Tel. +43 664 84 29 267 eMail: tilman.fromelt@caritas-wien.at</i></p>



Name of the Practice	<i>Bridge – Berliner Netzwerke für Bleiberecht</i>
Category	<i>Labour Market Integration</i>
Country - Area/Region	<i>Berlin, Germany</i>
Geographical Coverage	<i>Berlin, Germany</i>
Timelife	<i>Since 10.07.2015</i>
Level of the practice	<i>Berlin, Germany (regional)</i>
Type of activity	<i>mixed</i>
Partnership implementing the initiative	
<p><i>Bridge itself is a partnership between private sector organisations working with refugees (NGOs) and the Commissioner for Integration and Migration of the Berlin Senate. This composition of different actors is very effective in advising refugees, but also in political lobbying.</i></p> <p><i>The bridge network cooperates Berlin-wide with other public institutions, companies and NGOs. There is currently good cooperation between bridge and the federal employment agency. Their employees are trained by the bridge staff in residence law to ensure high quality counselling at the respective institution.</i></p>	
Contents of the practice	
<p><i>Bridge offers assistance in relation to obtaining qualifications and finding employment and training opportunities, as well as general advice about questions regarding the access to the labour market.</i></p> <p><i>The ten subprojects of Bridge cover different tasks. Legal advice is offered by the Bridge staff at the Commissioner. This addresses refugees on issues relating to their access to the labour market but also social workers and other employees in providing legal trainings. They provide qualifications in nursing and care and work very closely with hospitals and other companies. The Paulo Freire vocational school is also part of the Bridge network. Über den Tellerrand has a 1:1-buddy program, Zentrum ÜBERLEBEN supports with psychological-social counselling and the GFBM offers advice on language courses.</i></p> <p><i>The main goals of the Bridge network are:</i></p> <ul style="list-style-type: none"> <i>• Consulting (e.g. in questions concerning labour market, training, education, residence status)</i> <i>• Qualification (care sector, commercial-technical sector)</i> <i>• Placement in work & education</i> <i>• Lobbying for refugees on the labour market</i> <i>• Raising awareness of employers</i> <p><i>Bridge was selected as best practice because:</i></p> <ul style="list-style-type: none"> <i>• of its success (quantitative in numbers of participants and job placements)</i> 	



- of its internal networking (which allows e.g. job counselling with parallel legal advice in order to secure a residence permit)
- of its strategic partnership with NGOs and administration (e.g. for lobbying)

Evaluation of the practice

Bridge supports people residing in Berlin who are still in their asylum procedure, people with a temporary suspension of deportation or a residence permit on humanitarian grounds

Until now their participants were almost:

- 40% with residence permit
- 40% during asylum procedure
- 20% with suspension of deportation
- 70% men
- 30% women

bridge has a total of 2200 participants and 13,500 brief consultations (July 2019).

Among the participants, the placement rate in internships, training or employment is almost 40%. In addition, there are placements in language courses, qualification measures, school and studies.

In addition, bridge holds regular training courses and specialist events and there are publications on the topic of labour market access.

Essential for the success of the project are in the first place the number of participants and their placement rate in employment, training or school. But at the same time, good networking and political influence are also considered a success.

CHALLENGES & CONSTRAINTS

The target group of the project often has difficulties with its resident permit. This means that there is not always (full) access to the labour market. With its integrated legal advice, bridge also wants to support those who initially do not have a work permit. Nevertheless, practical difficulties often arise here.

See the following example: In the qualification project at the Paulo Freire vocational school, a person with the legal status „suspension of deportation“ is supported in the field of nursing care and subsequently finds a training place. However, the foreigner authority has issued the person with a ban on employment because he or she has not presented a passport. Even if it is a deficient occupation and a pre-qualification already exists, the person may not start the training.

For the bridge project it is important to consider especially those people with residence restrictions, as they are excluded from many other projects and measures.



<p><i>Residence rights are decided at federal level. For this reason, it is only possible to deal with residence law barriers to a very limited extent within the framework of the project. One possibility is to contact employees of the foreigner authority directly in individual cases. This can work, for example, in the case of obvious mistakes. The law and the VAB (procedural instructions of the foreigner authority) serve as a reference framework for this. Another option is to influence the Berlin implementation of legal scope via the administration itself. Both ways are possible primarily because the bridge network is embedded in the office of the Commissioner for Integration and Migration of the Berlin Senate.</i></p> <p><i>A third way is political lobbying. This can also be used to directly address the legislator. bridge is only able to deal with problems in this way because numerous NGOs are represented in the project.</i></p>	
<p>Adaptability/Replicability to other contexts</p>	
<p><i>Acting in local networks - consisting of partners with different specialisations and strengths - can also be a good strategy in other contexts. Here, the mix of NGOs and administration is a particular advantage.</i></p>	
<p>Up-Scaling</p>	
<p><i>As the IvAF networks already exist in a similar form in other federal states, it has been shown that an up-scaling and transfer of these practices is possible. However, a comparison shows that structural conditions are decisive: Rural area vs. urban area; political orientation of the local government; economic power / labour market; local strategic partnerships etc. But the topic "participation of refugees in the labour market" and the "right to stay for refugees" is a long-term and comprehensive topic, which is why an up-scaling of best projects such as bridge makes sense.</i></p>	
<p>Related Web site(s) of the practice</p>	<p>www.bridge-bleiberecht.de</p>
<p>Related reports and resources developed by the practice</p>	<p>http://www.via-in-berlin.de/wp-content/uploads/2019/10/Sep2019_Migrationspaket-was-jetzt_Veranstaltungsdokumentation.pdf</p> <p>http://www.bridge-bleiberecht.de/wp-content/uploads/Infopapier1-Duldung-light.pdf</p> <p>http://www.bridge-bleiberecht.de/wp-content/uploads/Infopapier2-Ausbildungsduldung.pdf</p>



	<p>http://www.bridge-bleiberecht.de/wp-content/uploads/Infopapier3-Beschaefigungsduldung.pdf</p> <p>http://www.bridge-bleiberecht.de/wp-content/uploads/Infopapier4-Oeffnung-Sprach-und-Ausbildung.pdf</p> <p><i>Follows: Arbeiten in Berlin</i></p>
Contact Details	<i>marie-sophie.deuter@intmig.berlin.de</i>



Name of the Practice	<i>Back on tracks</i>
Category	<i>Labour Market Integration and Social Integration</i>
Country - Area/Region	<i>Berlin, Germany</i>
Geographical Coverage	<i>Berlin, Germany</i>
Timelife	<i>Since 15.04.2019 until 31.01.2021</i>
Level of the practice	<i>Berlin, Germany (regional)</i>
Type of activity	<i>mixed</i>
Partnership implementing the initiative	
<i>Back on Track.org (NGO) and Die WilleGgMBh (Johannestift Diakonie)</i>	
Contents of the practice	
<p><i>The practice targets newcomers qualified as educators or academics seeking refuge in Germany and originating from Arabic speaking countries.</i></p> <p><i>Its goals are:</i></p> <ol style="list-style-type: none"> <i>1) to prepare them for work in the educational support system or help them to obtain further qualification as teachers/ or pre-school educators in the German system;</i> <i>2) to give the qualified adults arriving from Arabic speaking countries an opportunity to use their training and experience in education within the German educational system;</i> <i>3) to recognize the value of previous experience and to give the educators the opportunity to enter into their own field or a closely related field that builds on their potential;</i> <i>4) to fill the great need for educators at all levels of the German educational system; 5) to broaden the horizon of education and open up the structures of this system;</i> <i>6) to network with and be informed from the concept and design of training based on previous experiences; to volunteer as mentors for children in the Welcome Classes.</i> <p><i>This is conducted in two phases (each phase is 6 months):</i></p> <p><i>Phase 1: Orientation - the key objective is to become familiar with the structure and pedagogical methods of the German educational system and specializations within the German system; to be familiar with the legal basis of the system, the rights of the child and protection of children, interaction and treatment of traumatized children, violence free education, cognitive development of children, process of bi-lingual learning, in-depth/ specialized/ professional language training, internships in educational settings, counseling methods.</i></p> <p><i>Phase 2: Depends on the motivation and future potential proven in the first 6 months orientation.</i></p>	
Evaluation of the practice	



Reasons to choose this practice:

Recognition: appreciates and builds on the previous educational experience of teachers and academics, that normally are not recognized for the teacher education in the German system;

Participation: initiated by an organization set up by refugees primarily women from Syria; Supports equality of opportunity, Self-help, empowerment, mutual responsibility. Added value to the educational system, by using and developing existing skills of educators, while widening the vision of the educational system and motivating future citizens, teachers and children from the cultures of origin of refugees in Germany.

Potential pilot/ model project for adapting and transforming the German educational system for newcomers and to solve issues of demographic decline in available teachers in German educational system. Results: Currently there are 22 participants attending the Phase 1 of this program. The results are not yet available. This is the first initiative of this kind in Berlin. There has been previous experience with mentoring of Arabic speaking teachers initiated in other regions by a teacher's college in Baden Württemberg in Southern Germany. These programs have received support ESF funding, from the Federal government and some foundations. Challenges and constraints: This is the first attempt in Berlin to prepare an orientation course for educators and other academics from new arrivals to enable them to enter the German educational system. To date this is independent of the cooperation with the Berlin universities where the official teacher training programs are embedded. A share of the funding is from the Administration responsible for integration, it is a first step, but to ensure its successful recognition it should be anchored into the university educational system and coordinated with the state department of education. Despite the fact that the Berlin educational system lacks skilled teachers that were trained in this system, despite the fact that this is the case throughout Germany, the Berlin government and the Berlin universities have not yet managed to date to recognize the value and teaching experience of teachers from outside of the German system. Other actors in other states have begun to initiate and exchange ideas about this issue.

Adaptability/Replicability to other contexts

The issue of recognizing the resources, experiences and potential of refugees as teachers is as likely to be problematic in other EU countries. Also, the equality of education and respect for multilingual education can be an added value through the EU, any progress made in the German context can provide an inspiration for other contexts.

Up-Scaling

Back-on-Track with its experiences with teachers from Arabic speaking countries is also knowledgeable of experiences in other countries receiving teachers with refugee status. Both cooperation with the conferences being organized outside of Berlin at German universities and cooperation with the German teacher's union are indicators of up-scaling initiatives to change the mind-set and further development of programs and learning units at teacher training centers in the universities to enable the transition from teachers and other academics from abroad within the national educational system.



Related Web site(s) of the practice	<i>www.backontracksyria.org/projekte/sms</i>
Related reports and resources developed by the practice	<i>www.backontracksyria.org/projekte/sms</i>
Contact Details	<i>czarina.wilpert@tu-berlin.de, mariam@backontracksyria.org & petra@backontracksyria.org</i>



Name of the Practice	<i>Initiative for the Self-Employment of Immigrant Women</i>
Category	<i>Education and Training</i>
Country - Area/Region	<i>City-State of Berlin</i>
Geographical Coverage	<i>Berlin is some 890 Square Kilometers, population about 3,577,000</i>
Timelife	<i>Not-for-profit Association founded in 1990. Program 29 years, renewable 3 year cycles, current cycle ends 31.12.2022.</i>
Level of the practice	<i>Regional</i>
Type of activity	<i>Training Immigrant and Refugee Women for a business start-up</i>
Partnership implementing the initiative	
<i>The Initiative (ISI) is an association that develops the concept, applies for funding from the Berlin State government Department of Gender Equality (Gleichstellung) within the ESF Framework of the EU, 50% local government and 50% ESF.</i>	
Content of the practice	
<i>ISI empowers immigrant and “refugee” women, strengthens their skills in economic and technical German, educates them about the German economy, including the specific legal conditions for starting a business in Germany, as well as other skills needed for starting a business: market analysis, feasibility studies, business plan development, IT skills, internet business, specializations in the uses of social media, business via youtube, webpage design, photographic techniques for internet, office skills, sales skills among units that strengthen the entrepreneurial personality. Modular learning enables the integration of new courses to meet the need of the current participants. In additions, participation in business trade fairs, learning groups and some co-working spaces. Regular monthly discussion forums with self-employed women and Brunch meetups regular invitations to interested immigrant and refugee business-women or those curious to become so.</i>	
Evaluation of the practice	
<i>Generally, about 30% of the participants have created their own business after completion of the courses. Others create their business later, or find better work opportunities, or decide to enter new occupational training. The program is monitored monthly and yearly based on feedback with participants and trainers. It has been regularly adapted to the changing needs of the target group and changes in the business world, as new specializations are required for a good start. Over 2,000 women have been reached in the start-up program at isi in the almost 30 years. Inquiries and participation has increased steadily in the last 10 years. The goal in the first decade was to offer longer courses from about 10 months with 6 - 9 weeks internship periods in small businesses with 20 participants yearly. In the years 2005-2007 two parallel courses in addition to the regular program were funded by the equal program from the federal ministry of labor and social affairs, one for refugees and the other academic women.</i>	



Since 2010 a greater number of women are reached yearly. The courses became shorter in length, steadily increasing the share of women with an academic degree. Interesting is the growth in number of inquiries and counseling in the most recent period: from 446 consultations in 2017 to over 1000 consultations in 2018. Over 200 participants were reached in the new modular courses in 2019. In the 1st quarter of 2019 a survey of participants between 2013 and 2018 found that one-third of the former participants had become self-employed (33.6%). In the years between 2016-2018. Isi ran two specialized programs for refugee women (tandem and first steps). Tandem was primarily a “big sister” project that initiated activities, accompanied new arrivals and their children to familiarize them with berlin. Individual participants attended self-employment courses. Parallel to this “first steps” was a mobile advisor to assist refugee women who were interested in self-employment. In each of these programs isi reached between 150 women, e.g. In tandem yearly (2016-2017-2018) and 180 refugee women in 18 months in first steps. About 20% of participants either went on to following courses at isi or other pursued other paths to further education and training. Another 10% isi recommended for mentoring programs for export-import business with local entrepreneurs via the local and national business associations. (chambers of commerce). This is innovative because the concept was built on the experiences and the initiative of immigrant and refugee women who came together to design programs that would meet their needs. This contributed to its sustainability and authenticity in the determination to meet these needs for themselves and their peers. Isi has received the innovation prize of the economic commission of the national body of the social democratic party in 2010. 2018 it was awarded the phineo prize for empowerment of immigrant/refugee women. Isi has been approved and accredited for quality standards by dekra for azav. Isi has also been recognized by the offices of the federal chancellor (angela merkel) as one of three associations/ programs to be honoured in 2017 for “integration” prize. This was in 2018 a special tandem, “big sister” program for refugee women, tandems with locals, was recognized in 2018 as one of ten projects in the federal republic to be honoured by the chancellor merkel for its 3 year tandem program. In 2017 and 2018 isi was honoured by a fis (women’s infrastructure position) to reach out to refugee women (first steps) to familiarize recent arrivals and advise them about opportunities for self-employment. In each of these programs isi reached between 150 e.g. In tandem yearly (2016-2017-2018) and 180 refugee women women in 18 months in first steps. About 20% of these women either went on to participate in courses at isi or others to pursue other paths to further education and training. Another 10% were involved in mentoring programs for export-import business with local business persons via the local and national business associations. (chambers of commerce).

Adaptability/Replicability to other contexts

Important for replicability in the spirit of ISI would be the establishment of immigrant/refugee women’s associations that would take the initiative and can attract their counterparts among the new arrivals. Immigrant women should be involved in the organizational start-ups and trainings. It would also be necessary to do a needs analysis



Important for replicability in the spirit of ISI would be the establishment of immigrant/refugee women’s associations that would take the initiative and can attract their counterparts among the new arrivals. Immigrant women should be involved in the organizational start-ups and trainings. It would also be necessary to do a needs analysis among local immigrant women who are already self-employed as well as potential refugee women entrepreneurs. It could be that certain nationalities of origin among the women refugees/new arrivals have been self-employed in their country of origin as is the case for many Syrian women in Germany. Initiators need to reach out to these women and together analyse their potential and barriers to starting-up business in their new place of settlement. Working together refugee/immigrant women inspire mutual trust, exemplary persons from a similar background, empower and encourage solidarity to achieve common goals. This may of course also, when the context or situations offer such, work with local women’s organizations could be useful. It is the spirit of cooperation that counts, enabling the target group to be recognized for their own potential and appreciated for their experience and perspectives. Study visits and if required trainings can be made between interested refugee women initiatives in other cities, countries with members / employees of ISI.

Up-Scaling

Up-Scaling is the objective of the pilot that ISI proposes. The challenges facing refugee women especially and a number of other immigrant women with different legal status: married, divorced or separated from their spouses with children, without social networks, face similar issues. For these empowered and imaginative women, there is a need for an infrastructure that enables them to test their self-employment. This could be an incubator with, co-working spaces that would be large enough to let several women use this for minimal or no rent until they earn enough to profit from their business venture. Space would be available for a large kitchen for catering, cooking and baking for events, business lunches, healthy foods for kindergartens and school canteens. As well as space for others to offer other products and services. At the same time space should be available for an intercultural Kindergarten and Day Care Center. This is first impetus for the pilot that ISI needs to develop within SiforREF. This would be designed as complementary to the regular training program. For this purpose co-creation workshops will be launched with current and former participants, refugee women themselves active in the field of self - organisation of refugee women’s concern and other experts in the field.

Target: immigrant and “refugee” women

Related Web site(s) of the practice	www.isi-ev.de on Facebook and INSTAGRAM
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<p>Related reports and resources developed by the practice</p>	<p><i>Wilpert, C. Die Initiative Selbständiger Immigrantinnen (ISI), IN: Ortsveränderungen: Perspektiven weiblicher Participation und Raumaneigung, hrsg. Von Heider Andres Müller, Königsteil Taunus: Helmer Verlag 1999: 111-226.</i></p> <p><i>Wilpert, C., Gutachten über Existenzgründung und kleines Unternehmertum bei Immigrantinnen in Berlin im Auftrag der Investitionsbank Berlin (Equal Credit-Programm) in Zusammenarbeit mit der „Initiative Selbständiger Immigrantinnen e.V.“ (I.S.I.e.V.) 2005.</i></p> <p><i>Wilpert, C., Wege zur sozialen und ökonomischen Teilhabe, in: Pfeffer-Hoffmann, Ch. (Hrsg.). Profile der Neueinwanderung 2017, Spezifische Herausforderungen der Arbeitsmarktintegration geflüchteter Frauen: 93-110.</i></p>
<p>Contact Details</p>	<p><i>susan.hennessy@isi-ev.de</i></p>



Name of the Practice	<i>Welcome Centre Berlin</i>
Category	<i>Legal Consultation and Consultation on Labour, Housing and Social Issues</i>
Country - Area/Region	<i>Germany</i>
Geographical Coverage	<i>Federal State of Berlin,</i>
Timelife	<i>Start August 2016, no end date as of today</i>
Level of the practice	<i>Regional: City and Land (federal state) of Berlin</i>
Type of activity	<i>Public with partners from NGO</i>
Partnership implementing the initiative	
<p><i>SiforRef: TU Berlin</i></p> <p><i>Co-operation exists with non-governmental and public institutions that offer consultation in regard to labour, Apprenticeships, education, acknowledgement of professional competences and business (self-employment), including institutions of the labour unions. In addition, legal advice is offered. Special advice is offered to persons without a legal status in Germany.</i></p>	
Contents of the practice	
<p><i>The welcome centre is the central agency that offers advice to Newly arrived immigrants in Berlin, including refugees. Consultation is being offered in 18 languages and is free of charge. consultation is available for 16 hours per week, in general without prior appointment. Appointment is necessary, though, in regard to some languages.</i></p> <p><i>Clients are asking advice in regard to a broad spectre of issues. The most immediate needs referred to is the legal status (right to stay in FRG, state of the asylum case) and access to welfare measures. Second in the range of issues is access to employment and professional qualification measures, including apprenticeships. For refugees, the welcome centre is functioning as the central office that gives advice in regard to accessing the labour market.</i></p> <p><i>The welcome centre is organised as a public-private partnership. As a rule, legal consultation is being offered by public staff, whereas NGOs are consulting in regard to employment and related labour market questions. NGOs include immigrant organisations, f.e. an initiative that is consulting clients who intend to start their own business.</i></p> <p><i>An essential practice are the centre's public relations – with two major intentions: PR is informing clients about the centre's services. Information on the website and other publications is offered in eleven languages. The welcome centre also communicates through twitter and Facebook. Further More the welcome centre is organising seminars on specific relevant topics. At present (winter 2019/20) a series of seminars is</i></p>	



addressing women’s chances on the labour market. In this series, women who made their way are reporting as role models about their experiences and how they managed to overcome various challenges.

Issues from consultation are often brought up into the political sphere. Two examples from the centre’s practice within the last two years are housing and consultation to Roma.

Evaluation of the practice

The demands of clients on the content of consultation are regularly evaluated by the team staff. The welcome centre presents data on consultation items on quarterly and yearly basis. The centre also is regularly reporting such information to the administration and the parliament.

Adaptability/Replicability to other contexts

The welcoming approach evolved in the period since 2005 in the FRG. It was a novelty then, against the background of deterring measures that had prevailed before. In 2016 when the Berlin centre took up service it was still an innovative approach in immigration policies. As of today, a wider concept of welcoming has emerged, which includes recruitment and also tourism activities.

One should observe the specific concept of the Berlin centre when discussing transfer strategies, that are a comprehensive orientation on immigrants’ potentials, including their safe legal status. That being observed, the service is adaptable to any European society.

Up-Scaling

The Welcome Centre has emerged as a well-established focal point in Berlin’s integration policy, despite its recent existence. Finding your way in a new surrounding is essential in individual cases, and that holds true for developing social mobility in modern European metropolies a broader scale. Therefore, Berlin will need the Centre’s services, more or less independent from the number of new immigrants. For the foreseeable future the Centre’s core existence is guaranteed. The public-private structure (including NGO) allows for changes, which may become necessary due to future demands.



Related Web site(s) of the practice	<i>Welcome-center.berlin.de</i>
Related reports and resources developed by the practice	<i>See the centre's website</i>
Contact Details	<i>Welcome Center Berlin c o The Commissioner of the Berlin Senate for Integration and Migration Potsdamer Str. 65 DE 10785 Berlin</i>



Name of the Practice	<i>Work for Refugees</i>
Category	<i>Labour market</i>
Country - Area/Region	<i>Germany/Berlin</i>
Geographical Coverage	<i>Berlin</i>
Timelife	<i>October 2015 (until 2023)</i>
Level of the practice	<i>Regional</i>
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>Work for Refugees is a project of a not for profit non-denominational welfare organization (Paritätischen Wohlfahrt) in partnership with the Stiftung Zukunft (futures foundation). It is subsidized by the Berlin Administration for Integration, Work and Social Issues.</i></p>	
Contents of the practice	
<p><i>The main objective is to assess, advise and to support in the process of integration of new arrivals in berlin with a legal status of protected or possibly tolerated into the regular labour market. To this aim WfR provides a quality assessment of the applicants with respect to previous skills learned on the job and their talents and abilities to fit into the jobs available. This process and the support system in matching and integration into labour market extends beyond that which is normally possible for the local employment office. The goal is to support individuals who need to fit their previous skills into jobs that may demand adjustments and additional learning. Another objective is to provide the intercultural, linguistic and professional skills of the staff with refugee/immigration backgrounds that will facilitate both trust, communication and counseling success. Finally, to provide steady employment WfR enables a person to live independent from social welfare and the best opportunities to be in social interaction with locals, to learn the language of the country and to integrate themselves and their families.</i></p> <p><i>WfR staff is selected based on their own special counseling, linguistic and intercultural skills as well as their expertise in the education and training backgrounds of the countries of the applicants. The team gives special attention to the needs of the potential employer as well as the individual applicant in this process. The emphasis is on the quality of the matching of applicants to potential employers and jobs-kills described.</i></p> <p><i>WfR is open to refugees seeking employment and may be reached over its homepage (work-for-refugees.de). Work for refugees has access to a network of firms, employer associations, business organizations, local communal organizations and refugee housing shelters that are experienced with integration of refugees. Via Parität. Wohlfahrt it has equal access to the advisory boards of the Job Centers, NGOs and occupational training organizations.</i></p> <p><i>In addition to above WfR organizes regular Job Market Exchanges with potential employers monthly at the communal level.</i></p>	



Evaluation of the practice

The reasons to choose this practice are:

1. *high-quality assessment of refugee skills;*
2. *matching skills with job description needs of employers,*
3. *support system for applicants and firms*
4. *transparency of its data collection on applicants and matching rates*
5. *teamwork between local experts on job skills, trained multilingual with refugee experience, to assess and support job applicants and employers*
6. *cultural access, individuality, quality time*

Work for refugees has the following success factors:

1. *emphasis on the quality of the placement process*
2. *time for individual assessment and support systems,*
3. *intercultural and assessment skills of the staff leads to enforcement of trust and communication between counselor and job applicant,*
4. *support system for applicants and employers in on-the-job situation, regular job fairs for job applicants and employers to meet and exchange information.*
5. *The only job placement scheme that operates on multiple levels with numerous partners and provides regular data on the matching process. (Job Center statistics do not demonstrate a close-up of the characteristics of the refugee status employees and the employment positions held.*

Adaptability/Replicability to other contexts

Theoretically the good practice is adaptable to other contexts that have a dual educational system, such as Austria, Denmark and Switzerland, for example. Perhaps it could also be adapted to other central European countries that may also be seeking a skilled labour force. Behind the changes that need to be made in this approach is the demographic decline that encourages employers to seek new ways to find skilled workers. Extremely important are the intercultural skills and trust achieved via the employment and training of counselors with this background from refugee countries.

Up-Scaling

Up-scaling is in continual process, since regular reports and feedback sessions are conducted with an advisory board of the welfare organization and the foundation, as well as the continual interaction with firms and occupational training organizations.

The main target group are men and women refugees with a protected, at times with a tolerated status.



Related Web site(s) of the practice	<i>http://work-for-refugees.de/ueber-uns</i>
Related reports and resources developed by the practice	<i>Newsletter available at http://work-for-refugees.de/ueber-uns</i>
Contact Details	<i>czarina.wilpert@tu-berlin.de</i>



Name of the Practice	<i>Frauenloop gUG</i>
Category	<i>Labour market & social integration</i>
Country - Area/Region	<i>Berlin, Germany</i>
Geographical Coverage	<i>Berlin (other cities in Germany are planned for implementation)</i>
Timelife	<i>Founded in 2016</i>
Level of the practice	<i>Regional</i>
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>Dr. Nakeema Stefflbauer is herself of Afro-Caribbean (Jamaica/Panama) descent and the Founder & Director of this initiative. Dr. Stefflbauer works with two board members, who assist in the coordination and implementation of the training curriculum. The organisation has a staff of 4 employees and has created a support group for women in tech which currently has over 600 members. Volunteers and alumni of the organisation are engaging as mentors for the new training participants.</i></p>	
Contents of the practice	
<p><i>The organisation Frauenloop was founded in 2016 specifically with the intent to train and qualify women & women-identified persons (and in particular immigrant/refugee) women for the tech industry. The organisation Frauenloop places its focus on immigrant/refugee women women identified persons due to the fact that this group is most likely to face obstacles in finding employment in tech industry sector. The organisation currently employs 4 employees and also hosts a meet-up group, which offers support to 634 members in Berlin.</i></p>	
Evaluation of the practice	
<p><i>This best practice was chosen because it points not only to the subject of immigrant/refugee integration via social innovation, but it also has a focus on the issue of gender (marginalised women & woman-identified persons) and entrepreneurship. The project /best practice is a prime example of a social innovative measure that focuses not only on the needs of immigrant and refugee (woman-identified) women, but also is helping to fill the gap between technology, women and computer programming competence. The organisation trains EU resident and immigrant /refugee women to participate in the digital economy in Berlin or in other cities in Germany.</i></p> <p>Success factors: <i>Graduates of this training program have become/become equipped with the necessary skills to secure employment and financially support themselves and their families as well as become contributing members to Berliner/Germany economies. In 2019, eight women out of thirty graduates who finished consecutive cycles at FrauenLoop were offered paid, fulltime positions in the tech industry.</i></p>	



And six graduates in 2018 were offered fulltime paid positions with various reputable tech companies.



Adaptability/Replicability to other contexts

One could imagine this best practice being implemented in the countries of our PPs. However, since I am not update on the tech industry in the PPs countries, I prefer to refrain from making a conclusive statement without having conducted more in-depth research. According to the founder of this organisation, there does exist a similar organisation with a tech-training curriculum in the USA.



However, the founder of the organisation Dr. Nakeema Stefflbauer believes that the organisation could indeed, be replicated in another context/country, but this would be dependent upon many things, i.e. the tech industry in other EU countries, the drive to diversify the industry and the desire/drive to create viable socially innovative solutions for accelerating the social & labour market integration for immigrants in the various countries.

Up-Scaling

The project targets a vulnerable and often overlooked segment of Berlin and Germany society overall. The project focuses on the empowerment of immigrant and refugee women and assists them in acquiring the necessary tools to become qualified in order to secure gainful employment. Further, these individuals are able to fulfil the demand for qualified IT employees in the Berlin's IT industry.

Related Web site(s) of the practice

<https://www.frauenloop.org>

Related reports and resources developed by the practice

<https://www.frauenloop.org/blog-frauenloop/>

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Name of the Practice	Everest
Category	Labour Market & Social Integration
Country - Area/Region	Berlin, Germany
Geographical Coverage	Berlin, Germany
Timelife	Operating since Oct 2016
Level of the practice	Berlin, Germany (regional)
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>This concept was developed in 2015 by <u>SOS Kinderdorf Berlin</u>, a Berlin -based German youth oriented NGO, and <u>BSR</u>, the state funded Berlin City Cleaning Service. <u>Vivantes</u>, a private sector health service provider who has long supported the integration of refugees into their workforce joined as a partner in 2015. In 2016 <u>Charité CFM</u> (facility management), the logistics arm to a Berlin Hospital Group, and <u>Volkshochschule Mitte</u> (VHS) a state funded language and education school joined.</i></p> <p><i>SOS Kinderdorf had run a similar project for Berlin youth who were at high-risk of falling through out of education, be it second or third level. This project was adapted for use with young refugees.</i></p>	
Contents of the practice	
<p><i>EVEREST offers young people the chance in a 12-18-month project phase to orient themselves professionally. "Health/Social/Nursing", "Gastronomy/service industry", "Tradeswork" or "Logistics": What interests me? What suits me? Where do I have special talents? Only when the participants know, after several months of individual orientation, where their strengths and interests lie, does the practical phase begin in the cooperation companies BSR, Charité CFM and Vivantes</i></p> <p><i>Everest offers the follows services to its clients:</i></p> <ul style="list-style-type: none"> • <i>Three practical fields for vocational orientation and preparation. Additional industries will be included in 2020.</i> • <i>Individual and reliable care by social pedagogues</i> • <i>Supplementary remedial teaching</i> • <i>Language acquisition, provided by SOS teachers and VHS Mitte, including work specific technical language.</i> • <i>Preparation for the BBR (eligibility for vocational training) certificate</i> • <i>Psychological consultation</i> • <i>Target group-related job offers from a variety of different professions</i> • <i>Aftercare if required</i> 	



- *Demand-oriented development of the project*

What makes this program valuable and a best practice is the holistic approach that not only includes an orientation period adjusted to individual needs of the participants, but a back-up with aftercare and supplementary remedial teaching to supplement a basic 9 year education in the German system. Without the supplementary support system, it would be very difficult for young persons who have not previously mastered foreign languages or completed an academic secondary education to enter into the dual education system. The normal occupational schools are not prepared to serve the needs of a group that does not have a good back-up system.

Evaluation of the practice

At present there are 29 participants in the Everest programme. In the last three years, 27 young refugees/asylum seekers have already been successfully placed in work and training.

Number of current participants: 29. 24 male, 5 female

Age: <21 = 4, >21 = 25

Nationality: Afghanistan 11, Syrien 7, Irak 2, Iran 2, Eritrea 1, Äthiopien 1, Guinea 3, Gambia 1

Status: Aufenthaltserlaubnis (permission to work) 19, Aufenthaltsgestattung 7 (permit to stay because they cannot be returned), Duldung (tolerated) 2

Language Level: 7 = A2, 19 = B1, 4 = preparing for B2, 1 = B2

Education level:

- *5 x BBR – Eligible for Vocational Training (Early lower school leaver certificate)*
- *1 x eBBR - extended vocational training eligibility (formerly extended lower secondary school leaving certificate)*
- *3 x MSA - intermediate school leaving certificate (formerly secondary school leaving certificate at 10th Grade)*
- *6 x Non-student examination BBR (no school exams)*

Placed so far:

- *25 x participants in jobs, vocational education training and vocational preparation,*
- *8 x participants in school or school projects.*

1 x participant completed vocational training

Success stories

Following a successful pilot phase, in late 2019 Everest has been integrated into the mainstream pool of support offered to young refugees by the Dept of Education, Youth and Family.



Training in the supermarket sector is being offered from Jan 2020, bringing the number of employment partners to 4. Discussions are on-going for new partnerships.

Adaptability/Replicability to other contexts

The holistic approach of combining social care and supporting employment preparedness is a model that could be applied to vulnerable people across all walks of life including at-risk youth, families arriving under the reunification programme, women entering / re-entering the workforce, migrant groups, ex-prisoners and the long-term unemployed. While the initiative is based on the German Dual-Education system, it could be adapted to other education systems as required.

Up-Scaling

- *Development of girl/female specific projects to strengthen and develop this sub-target group*
- *Examination of the expansion of the target group, e.g. to include young people who come to Berlin as part of the family re-unification.*
- *Continuation and development of employer partnerships, including the extension of company cooperation to the areas of trade, crafts, etc. in order to meet the needs of the target group.*
- *This tested model can be transferred to other regions and countries with similar education and training systems.*
- *With the project being integrated into the Dept of Youth, Education and Family's mainstream implementation, other regional governments have the opportunity to implement a successfully tested programme into their youth labor services.*

Related Web site(s) of the practice

<https://www.sos-kinderdorf.de/kinderdorf-berlin/angebote/aktuelle-projekte/projekt-everest>

Related reports and resources developed by the practice

1. *Everest Presentation. Sept 2019*
2. *Everest Press Release. Dec 2019*

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Name of the Practice	<i>Skuhna</i>
Category	<i>Labour market integration</i>
Country - Area/Region	<i>Slovenia - Ljubljana</i>
Geographical Coverage	<i>Larger cities and towns</i>
Timelife	<i>From 2012 on</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Public</i>
Partnership implementing the initiative	
Institute for Global Learning with Voluntariat Institute as a partner organization.	
Contents of the practice	
<p><i>Skuhna is a social enterprise that runs a restaurant providing authentic food from Africa, Asia and South America. Skuhna's goals are two-fold: to increase the employability of migrants through culinary work and to bridge the understanding gap between migrants and locals who live in Slovenia. Migrants prepare food from their various countries of origin and there is an a potential customer base of people willing to taste it. Additionally, the migrants get an opportunity to tell their own stories, which is an important tool in intercultural education. Skuhna isn't just about food, it is about the stories of the food, the people who prepare it, the countries it comes from, the pots that are used. It is all about the story. While empowering migrants, Skuhna is also about enlightening people to the realities of the other through food, migrant empowerment and global education.</i></p>	
Evaluation of the practice	
<p><i>The practice is considered highly relevant because it creates work opportunities for people who are difficult to employ due to limited knowledge of Slovene language etc. Besides that they also provide support and training at workplace which enables overall growth and improvement of migrants.</i></p> <p><i>Currently, SKUHNA is the only migrant restaurant in Slovenia that combines food from all around the world in one place. People with different statuses have the opportunity to work there (asylum seekers, refugees, undocumented migrants, citizens).</i></p>	
Adaptability/Replicability to other contexts	



<p><i>The idea is simple and really complex at the same time. It is easy to adapt and replicate it in other contexts as there are always migrants who need to work, now how to cook, tell stories and cater. But burocracy and administration are really complex issues in EU context so it is difficult to be successful. Persistence over the years, clear focus, experiences, gathered by a variety of actors, constant improving of services, finding new markets, support network help a lot.</i></p>	
<p>Up-Scaling</p>	
<p><i>Catering and attending the "Open kitchen" a food market in the open in different Slovenian cities. Also E-food platform has increased Skuhnas food and message.</i></p>	
<p>Related Web site(s) of the practice</p>	<p>https://www.skuhna.si/</p>
<p>Related reports and resources developed by the practice</p>	<p>https://www.ehrana.si/skuhna?gclid=CjwKCAiAp5nyBRABEiwApTwjXsxANxCIZcxCRBn0tkLOFZEFtuPuSZecJLLIKRUPqGqAy9ewqvAg5xoCcfcQAvD_BwE https://www.total-slovenia-news.com/lifestyle/1242-skuhna-the-restaurant-integrating-migrants-changing-tastes-and-lives</p>
<p>Contact Details</p>	<p>info@skuhna.si</p>



Name of the Practice	<i>“Živa knjižnica” (The Human Library)</i>
Category	<i>Social integration, Other</i>
Country - Area/Region	<i>Slovenia – All regions (national scale)</i>
Geographical Coverage	<i>Larger cities and towns</i>
Timeline	<i>cca. 1 week to 1 month / practice (depending on local organisation)</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Public</i>
Partnership implementing the initiative	
<p><i>Promoted and initiated by the Legebitra Association. Implementation partnership with: Youth Cultural Centre Maribor, Youth Centre Podlaga - Sežana, DRPD Novo mesto, Pina Association, Pomursko društvo za krepitev socialnega dela, Društvo študentov invalidov Slovenije, Živa dvorišča, MARPROM d.o.o., OZARA d.o.o., UKM, Šolski center Slovenske Konjice – Zreče.</i></p>	
Contents of the practice	
<p><i>The method of the Human Library confronts the ‘readers’ with their own prejudices and stereotypical images and offers a concrete opportunity of face-to-face meeting with their own stereotypes. The ‘books’ in human library are actual representatives of different minorities, socially deprived groups or people that are facing prejudices in their lives, and are willing to speak about their experiences and share them with the visitors (readers) of the library. The main goals of such initiative are to highlight stereotypes, prejudices and negative consequences that exist in a certain society; to provide personal contact with diversity in a safe place; to raise awareness of the situation of socially stigmatized groups; to encourage a dialogue based on respect of human rights; to problematize and highlight the everyday reality of members of socially stigmatized groups (women, Roma people, LGBT, migrants ...); and to promote a constructive and productive dialogue between the various partners who constitute civil society. This practice enables an excellent opportunity for members of local communities to re-examine and self-evaluate their own views on the topics of stereotypes, xenophobia, stigmatisation, as well as encourage them to re-initiate a dialogue with representatives of marginalised communities. This method knows no gender, age or other boundaries for the ‘readers’ or the ‘books’. This tool is therefore a method for tackling prejudices towards the minorities, LGBT community, people with mental health issues etc.</i></p>	



<p>Our case of presenting ‘books’ was to give individual members of the refugee population in the city of Maribor a possibility to tell stories of their life and experiences, since they had to flee their home countries. Such practices provided an excellent opportunity for the members of the general community to ‘read’ and understand their narratives. Overall, this is a very effective and non-complex way to create a colourful event, where participants and representatives can share new skills, gain knowledge, and create a positive intercultural spirit in the broad community.</p>
<p>Evaluation of the practice</p>
<p><i>In our experience, the Human Library presents an innovative method of active dialogue which raises awareness and helps to educate on the topics of human values, human rights and encourages debate on prejudices and stereotypes in society. It reinforces recognition of professional skills and visibility of refugees among members of local population in the city of Maribor. Our case facilitated a culinary, language, knowledge and experience exchange between the representatives of the refugee community and Slovene nationals. By including members of the refugee community to certain activities of the practise, such as catering and story-telling, we were able to help raise awareness on that community, which lives in the city of Maribor. The culinary experience, for example, once again turned out to be a key ingredient for well-visited and successful event. The outcome and feedback from the general public was overall very positive. We did not encounter and major issues and constraints. The organiser, Legebitra Association and their implementors MKC Maribor provided full support and understanding to our contribution.</i></p>
<p>Adaptability/Replicability to other contexts</p>
<p><i>This good practice holds a high level of adaptability to any community/town/situation, where marginalised groups co-exist along with the general local population. The principle idea encourages organisers to be creative and inventive, and gives them a wide range of options of how the final output (the event) can look like, according to their financial/capacity abilities. The Human Library is also organised as a volunteering project that helps to strengthen and acquire skills for existing mentors and trainers.</i></p>
<p>Up-Scaling</p>
<p><i>The event can be as large as the organiser wants it to be. Also, the option is to create a multi-day event or/and an international event, giving a chance to other languages and cultures to express and represent themselves.</i></p>



Related Web site(s) of the practice	https://www.ziva-knjiznica.si/
Related reports and resources developed by the practice	https://mkc.si/koledar/2018/12/12/medkulturna-iva-knjiznica https://mynight.si/events/medkulturna-ziva-knjiznica/ https://www.facebook.com/smi.zrc.sazu/posts/1021698344705801 https://www.facebook.com/Pandpasproject/posts/291378764848813
Contact Details	info@ziva-knjiznica.si



Name of the Practice	<i>Community based initiatives</i>
Category	<i>Social integration + Housing integration</i>
Country - Area/Region	<i>Italy</i>
Geographical Coverage	<i>Province of Parma</i>
Timelife	<i>Since 2015</i>
Level of the practice	<i>Local</i>
Type of activity	<i>Mixed</i>
Partnership implementing the initiative	
<p><i>The initiative is carried out by the association CIAC (Centro for Immigration Asylum and International Cooperation) together with a consortium on Municipalities (Comune di Parma, Comune di Fidenza, 2 administrative districts) and other third sector organizations. Municipalities are involved mainly in the projects concerning domestic hospitality of refugees, while in the case of Tandem and tutors for integration it is the organized civil society to be engaged.</i></p>	
Contents of the practice	
<p><i>The practice consists in three different initiatives sharing the focus on community engagement, meaningful intercultural relations and social networking as a means to promote integration and well-being of refugees.</i></p> <p><i>The overall goals of the practice are:</i></p> <ul style="list-style-type: none"> - <i>Promoting social integration and well being of refugees</i> - <i>Enhancing intercultural social networks (both for refugees and Italians)</i> - <i>Increasing opportunities for stable settlement of refugees (in terms of social connections, housing and job opportunities etc)</i> - <i>Giving meaningful occasions for exchanging experiences, views, knowledge, orientation etc.</i> - <i>Creating positive “contamination” meant to counter racism, xenophobia, stereotypes (both for refugees and Italians)</i> <p><i>Refugees in families: In started in 2015 in the context of SPRAR institutional reception system and it has involved so far 31 adult refugees (+ 7 minors) hosted in Italian families, small communities and/or co-housing. The project aims at offering a “warm relational space” for refugees leaving the reception paths, in order to improve their condition in terms of housing (better to say: homing), widening social networks above all with Italians and having access to job opportunities. The project offers a continuous multi-disciplinary support by CIAC during all the different phases: initial contact, matching, follow up. Beneficiaries of the process, therefore, are not only the refugees but also the hosts who are effectively included as co-producers of welfare and as beneficiaries of social interventions themselves. The aim is not only to concentrate on individuals but to address the issue of racism, fear and mistrust in both hosting and refugees communities: every family and every refugees have wider networks which are indirectly involved and affected by the co-housing experience, producing change in perception, representations and mutual stereotypes.</i></p>	



Tandem is a Co-housing and social networking project, started in 2016, between young Italians (18-29) and young refugees outside the institutional SPRAR project. It is supported by private funds and integrated in CIAC organization (therefore both Italians and refugees benefit of different services besides housing). The project has so far involved 35 boys and girls (equally represented by Italian and refugees). Tandem emphasizes commonalities shared by all young people currently living in Italy and Parma: precarious jobs, difficulties in finding cheap accommodations, poor opportunities for social activities and friendships for newly arrived (also University students). Therefore Tandem offers the same opportunities to Italian and refugees, asking participants to give back to the community through volunteering, social participation and cultural activities. It emphasizes of symmetrical relations (different from entering a family with well established rules and roles).

Local tutor for integration: This project started in 2017 in the frame of a EU AMIF project and involved volunteers (both individuals and associations) accompanying the process of integration of refugees, enhancing their social connection to facilitate the achievement of emotional, relational and social autonomy. Differently from the previous initiatives it does not imply (co)housing but mainly social integration. It acknowledges that for refugees (even when beneficiaries of institutional reception) it is very hard to access Italian social networks and that care relations (such as the ones with social workers) are not sufficient to give a holistic feeling of stability, safety and well being to third country nationals. Social orientation and cultural activities are very important for integration as a whole and they produce side positive effects also in the field of housing and work integration.

Evaluation of the practice

An important success factor is the embeddedness of the initiatives in the consolidated reception activities carried out at the local level. The involvement of the (Italian) community is not a substitute for institutional support but integrates it specifically with the social/emotional component. Social workers by CIAC are constantly involved in all the process and accompany both the refugee and the Italians in the development of their relationship. Another success factor is related to the variety of subjects involved: in this way refugees can get in touch with parts of local society they usually don't have access to. And this is reflected also in the widening of the networks for CIAC itself.

The practice is innovative because it emphasizes social relations and connection as a key factor of integration as a whole, and therefore involve new subjects (Italian citizens and associations) as central actors to be considered as policy makers together with institutions and third sector.

The main challenges relate to finding a good balance in the different roles of Italian volunteers and social workers. Mutual expectations can be incorrect and produce tensions and misunderstandings. Moreover, since these initiatives focus on active participation of refugees on a more symmetrical basis than the one usually experiences in care work and assistance, a challenge is represented by the capacity to overcome an assistentialistic/paternalistic approach and to acknowledge refugees as the real protagonists of their stories.

These challenges were addressed mainly through specific training both to social workers and volunteers and on the definition of a methodology which considers social connections and relations as a specific goal of social work and assistance the support of municipal institutions according to the quality of life model (Shalock Verdugo Alonso 2002).



Adaptability/Replicability to other contexts	
<i>The three initiatives can be easily replicated in different context, provided that there are actors well rooted in the local communities. Home reception, tutorship and co-housing with refugees have already being experienced in different situations (in Italy and abroad), even though it is not always framed as a multi-stakeholder practice (generally: carried out on a volunteer/spontaneous basis, without a direct involvement of service providers and effects at policy level).</i>	
Up-Scaling	
<i>These community-based initiatives can be extended to wider target groups (refugees/migrants but also other socially vulnerable people). The main limit is represented by the availability of native citizens/groups interested in getting involved. Accordingly the role of NGOss interested in applying these practices should also entail a deep work in community building and social works with local communities.</i>	
Related Web site(s) of the practice	<i>http://www.ciaconlus.org/progetti/rifugiati-in-famiglia/ http://www.ciaconlus.org/progetti/tandem/ http://www.ciaconlus.org/tutor-territoriale-dellintegrazione/</i>
Related reports and resources developed by the practice	<i>Report of the AMIF Project Ancora, 2018, http://www.ciaconlus.org/ciaconlus/wp-content/uploads/2019/05/ANCORA-La-sfida-dellIntegrazione.pdf Marchetti Chiara, 2018, "L'accoglienza dei rifugiati in famiglia. Prove di comunità interculturali", in <i>Diritto d'asilo. Report 2018. Accogliere, Proteggere, Promuovere, Integrare</i>. Todi (PG): Editrice Tau, pp. 179-214 Mancini Tiziana, Casula Mattia, <i>La sfida dell'accoglienza dei migranti in Italia. Un'analisi dell'esperienza del tutor territoriale per l'integrazione</i>, 2019, https://www.researchgate.net/publication/335950010_La_sfid_a_dell'accoglienza_dei_migranti_in_Italia_Un'analisi_dell'esperienza_del_tutor_territoriale_per_l'integrazione#fullTextFileContent</i>
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