



ERASMI

Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion

Network-based cooperation for migrant and refugee inclusion.

International Compendium of Good Practices

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Publishing Information

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Executive summary

Network-based cooperation involving actors with various institutional and personal affiliations is considered a promising strategic approach to successful integration. This compendium offers a comparative analysis and select case studies based on the evaluation of a Europewide survey of 55 networks in the field of migrant and refugee inclusion. The two main aims are to showcase interesting and innovative networks and to contribute to the professionalization and capacity building of networks. The compendium demonstrates the diversity of approaches that can lead to successful network-based cooperation. Success factors identified are the following: appropriate internal and external communication, professional coordination and network management, established measures for sustainability, a heterogeneous composition and participatory design of the network, and the ability to successfully cope with external challenges.

Lessons learned

The compendium shows the diversity of network-based approaches in the field of migrant and refugee inclusion in Europe. But beyond all the various types of networks and differences in coordination, the degree of formalisation, and the concrete activities, we were able to identify some success factors from which existing networks as well as those in the process of being established can learn:

1. Ensure appropriate internal and external communication

- Regular and transparent communication should be ensured at all times.
- Trust and good personal relations between the network members are key to working together successfully.
- Enough room for informal exchange is important to foster good personal relationships between network members.
- Participatory facilitation techniques can help connecting members as well as fostering participation and engagement in heterogeneous networks, but they seem to be underused so far.
- The need for language skills should always be considered as language barriers can pose a significant challenge when dealing with migrants and refugees.
- Intercultural competence is important when dealing with migrants and refugees or network members with different cultural backgrounds.

2. Ensure professional coordination / management

- Professional coordination and management of the network is a key factor for success.
- A common mission, vision, and values are important to foster unity and ensure a good work basis.
- Evaluation and monitoring are important to ensure the quality of the work and to highlight achievements; however, a coherent and systemic approach to evaluation and monitoring seems rare.
- Project management skills are important as many networks are set up as projects, financed through project funding, or implement their activities as projects.
- Professional conflict management is important due to conflicts of interest, especially in networks with a heterogeneous composition.
- It is important to secure professional knowledge management, as network members or individual contact persons can constantly change.
- Networks should be open to change and manage change processes professionally.

3. Establish measures for sustainability

- Lack of funding and permanent project funding poses a significant threat to the sustainability of many networks in this field of action.
- Especially state integration networks should try to establish their network within administrative structures or transfer it to regular funding to make it sustainable.
- Network members can be encouraged or (e.g. in the case of migrants and refugees) empowered to take on coordination tasks to ensure the continued functioning of the network even if financial support for the coordination or the coordinating organisation is no longer available.
- Embedding the network in an overarching strategy like a local integration strategy can ensure long-term support.

4. Heterogeneous composition and participatory design of the network

- Including a wide range of (state and non-state) actors is a key success factor in dealing with the many challenges within the large field of migrant and refugee inclusion.
- It is important to engage the network members to foster an active membership.
- Migrants and refugees should be involved within the network to ensure that actions are in line with the interests and needs of the target group.
- Volunteers can offer important support and should be involved, appreciated, and supported.
- Low membership barriers and resource demands on network members can help to establish and maintain a heterogeneous composition within a network.

5. Coping with external challenges

- The field of migrant and refugee inclusion is particularly dynamic, complex, and challenging and therefore requires a high level of knowledge from network coordination, member organisations, and staff.
- Restrictions due to Covid-19 pose a significant challenge to some networks but could open new ways of communication.

To transfer these learnings to those who need them, the ERASMI projects develops an interactive learning toolkit. The toolkit¹ will address the following thematic aspects based on the results of this Compendium of good practices:

1. Coordination and leadership
2. Internal and external communication
3. Moderation / facilitation
4. Project management
5. Team development
6. Network foundation and development

¹ The toolkit can be retrieved from www.erasmi.info at the end of 2021.

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1. Introduction

The issue of migration and refuge has gained Europe-wide increased significance with the sharp rise in the number of asylum seekers in 2015. Whether migration is voluntary or forced, the key to success in the new home country is integration². Many state and non-state actors are involved in the (process of) social integration of refugees and migrants. Due to the complexity of the field of action, a close and goal-oriented cooperation in heterogeneous network structures is considered a promising strategic approach to successful integration. Questions of coordination, management and (conflict) moderation, internal and external communication, but also transparency and sustainability of their work are of particular relevance for the respective actors involved at a local, regional and supra-regional level, for example, public authorities, welfare organisations, educational institutions, migrant self-organisations, companies, and even volunteers.

Despite the shared recognition that successful integration requires the cooperation of a wide range of heterogeneous actors, approaches differ considerably in practice, particularly in a European context. This applies not only to the basic approach to cooperation but also to its quality. To address these issues, the project **Empowering Regional Actors & Stakeholders for Migrant & Refugee Inclusion (ERASMI)** was initiated. The ERASMUS+ project aims to further improve the cooperation between the actors involved. Its overall goal is to contribute to the strengthening of heterogeneous groups of actors in the field of integration of refugees and migrants by way of professionalization of organisations and their staff as well as the development of competencies for the formation and consolidation of network-based cooperation. A significant contribution to this goal is our **COMPENDIUM OF GOOD PRACTICES** as presented in the following chapters. By compiling such a compendium, we aim to contribute to the professionalization, capacity strengthening, and increased visibility of existing diverse, interesting, and innovative networks. The compendium has a two-part structure, the first part of which being a comparative analysis of the results of a Europe-wide survey of networks, presenting and highlighting specific approaches. It focuses on specific approaches to network management issues (3.2.) as well as on the perception of the political environment (3.3) and perceived challenges and success factors in networking (3.4). The second part consists of single good practices presented as case studies from various European countries and thus providing exciting insights into network-based cooperation (*cf. appendix*). This second part can be appreciated as a stand-alone document, with a particular emphasis on the needs and interests of practitioners.

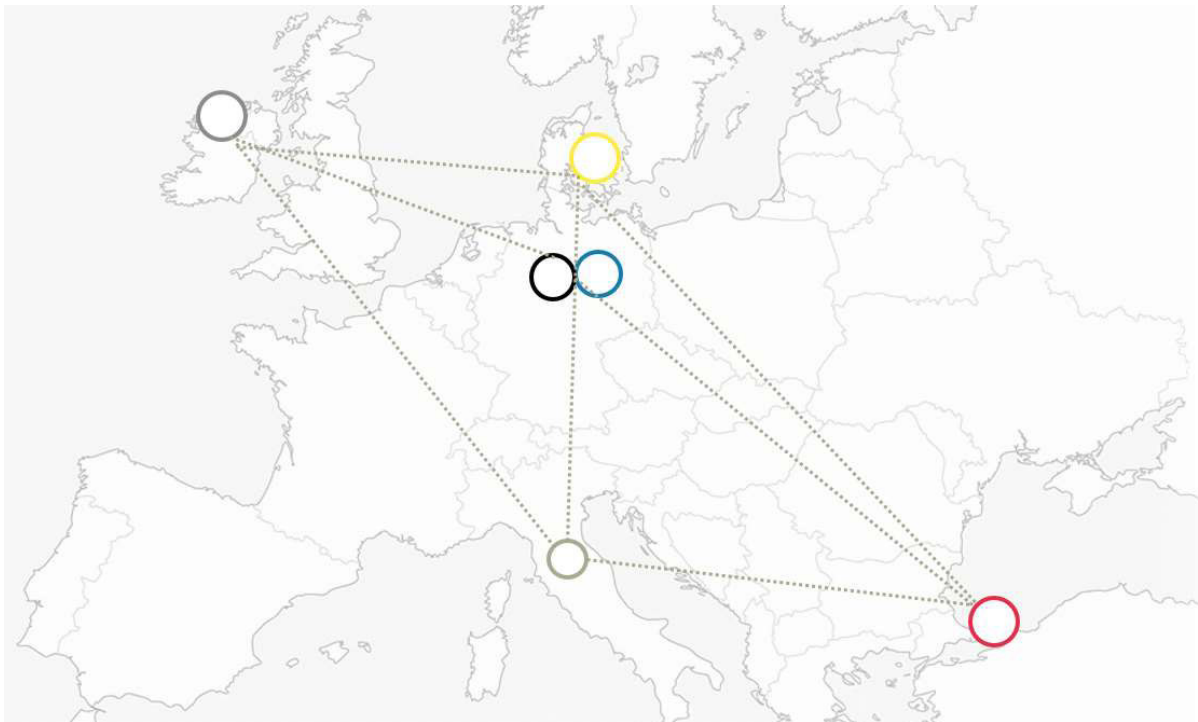
1.1 The ERASMI Project

The Erasmus+-funded transnational project Empowering Regional Actors & Stakeholders for Migrant & Refugee Inclusion (ERASMI) brings together partners and experts from Germany (Harz University and the vision works GmbH), Italy (Frontiera Lavoro), Ireland (Momentum), Denmark (European E-learning Institute) and Turkey (Tuzla Kaymakamligi). Project leader Harz University of Applied Sciences has already intensively dealt with the establishment and strengthening of network structures and has gained experiences and skills in the field of integration between 2017 and 2019 in two applied research projects³, thereby contributing to the formation of an informal regional network in the German federal state of Saxony-Anhalt. As part of the

² The terms integration and inclusion are sometimes used synonymously, while others see major differences. The use also differs from country to country and often depends strongly on the respective migration-policy-influenced definition. There is a for and against for both terms. In the context of this compendium we use the term integration, as it is used more commonly in the European context.

³ For more information (mainly in German with downloadable documents in English) on the projects “Integrated Refugee Management in Theory and Practice” (IntegrIF) and “Integrated Refugee Management in a Transnational Perspective” (IntegrIF II), see <https://www.hs-harz.de/forschung/ausgewaehlte-forschungsprojekte/integrif-ii/>.

work of ERASMI, experience and knowledge from these previous projects are consolidated and expanded in cooperation with partners from five European countries. The overall goal is to bring conditions for successful cooperation to the forefront of research and public awareness and to contribute to the capacity-building of actors willing to cooperate.



The ERASMI project addresses the following guiding questions:

- What are the success factors of network-based cooperation in the field of integration of refugees and migrants?
- How can network-based cooperation in the field of integration of refugees and migrants be optimised?
- Which innovative methods and tools are suitable to improve competencies for network-based cooperation?
- Which tools and measures are suitable for establishing regional networks?

The expected results are:

1. An international compendium of good practices in networking,
2. An interactive and modular toolkit with practical resources needed to develop, implement and maintain successful multi-stakeholder migrant integration concepts,
3. A total of four newly established regional multi-actor networks in the partner regions,
4. A collection of all project results made available as open educational resources on a virtual platform for knowledge exchange.

The ERASMI project started in September 2019 and will continue until August 2022, with a potential continuation in one form or another as a desideratum.

1.2 Methodology

To collect good practices for this compendium, a Europe-wide online survey was conducted during the first half of 2020. The survey targeted coordinators and key actors of migrant and refugee inclusion networks. The comprehensive online questionnaire consisted of various closed and open questions regarding details about the respective network structure and approach. It covered the following topics:

- Key facts (location, coordination, degree of formalisation, target group(s), the field of action, members)
- Communication and exchange (internal and external communication tools, facilitation techniques)
- Evaluation and sustainability issues
- Success factors and challenges

The distribution of the questionnaire focused on the partner countries of the project. Multiplier organisations, such as relevant government institutions or civil society organisations, as well as the local networks of partner organisations were addressed to support the distribution. The survey was conducted from February to August 2020 and was therefore influenced by the COVID-19 pandemic. The initial deadline had to be extended several times since networks faced more essential problems such as maintaining their core operations during these trying times, as well as finding and testing suitable approaches for (digital) cooperation and counselling.

In a second step, good practices were selected from a total of 55 participating multi-actor approaches. Good practices were identified by the ERASMI partners in close consultation, based on the following set of quality criteria, which had also been taken into account in the questionnaire design:

- Network management (coordination)
- Vision and mission
- Consistency and sustainability
- Adequate funding (and further resources)
- Adapted communication tools
- Innovative facilitation techniques
- Innovation and transferability
- Impact on various levels (local / regional / national / transnational)
- Positive external evaluation/ Award-winning
- Part of strategic concepts in this field of action

The quality criteria had been developed based on comprehensive literature research on network management and years of practical experience of all ERASMI project partners. They served more or less as guidelines for the decision process. A given network was not automatically excluded just because one criterion did not apply. Each partner decided on the basis of the criteria agreed upon by all partners in a general discussion for a selection of good practices from his own country and one further country. The selection was then discussed first in teams of two partners and then throughout the entire consortium. The aim was further validation of the good practices through mutual exchange.

For this compendium, all 55 completed questionnaires were subjected to a software-based qualitative and quantitative analysis. Interesting and innovative approaches identified in the chosen good practices are highlighted in the text. A detailed insight into the chosen good practices can be found under the following link: www.erasmi.info/goodpractices

The list is not yet complete; more interesting and innovative practices will be added regularly until August 2022 on the ERASMI homepage and will be made available as PDF downloads.



2. Networks and network management

As a basic definition, networks may be described as a specific set of linkages between different actors. Actors in that sense may be individuals, but also organisations (Mitchell 1969, p. 2; Hollstein 2006, p. 3360.) Networks in general and network governance as a theoretical perspective are both gaining relevance, in practice as well as from a scientific perspective. This development is also noticeable in the field of migrant and refugee inclusion, where various state and non-state actors operate (together) in different networks. This is a circumstance that can certainly be related to the complexity of the field of action. Networks are a complex issue with various definitions. In the context of this study, we define a network as “a set of actors collaborating in a more formalised or less formalised manner in the field of migrant and refugee inclusion.” Especially important are approaches to network-based cooperation at a local or regional level, as integration work is done mainly at a subnational level (OECD 2018).

With regard to networks, a distinction can be made between naturally evolved (“*lebensweltlich*”) and organised networks. Naturally evolved networks are relationship networks based on personal ties that intensified over time. These networks can be formalised to varying degrees and cover a large range from networks of non-formalised friendships to highly formalised parties or associations. Organised networks, on the other hand, are formalised instances of cooperation created for a specific purpose. Within these networks, material and non-material resources - such as information, advice and news - are shared according to a conceptual plan. In the case of organised networks, four basic types can be distinguished. In an alliance of interests (1), various actors pool their competencies to achieve strategic advantages. Information networks (2) aim to exchange information, concepts, and experience. They can develop into service networks (3) that link existing offers to achieve better quality. This should increase the overall benefit for the target groups. Finally, so-called bridging networks (4) have the aim of overcoming structural gaps between network clusters, for example, by linking actors who normally have no contact with each other (Schubert 2018, p. 7-8, 52-65).

Because of the complexity of organised networks, it is assumed that they need guidance and management of interactions, which is usually referred to as network management. Empirical studies have shown that networks that have network management measures and strategies in place generate better outcomes (Klijn / Koppenjan 2012, p. 5-7). One important part of network management is connecting. Strategies for connecting are important to start the network as well as to maintain the interactions once it has been successfully established. This is especially important as good contacts between the involved actors and their embeddedness are an important success factor (Klijn et al. 2010, p. 1068). Especially in such heterogeneous networks as they are common in the field of migrant and refugee inclusion it seems crucial to find formats and facilitation techniques that take into account the different organisational cultures and can foster good relations between the actors (Apfelbaum et al. 2019, p. 36-39.) The same applies to trust, which cannot be regarded as an inherent characteristic of networks often shaped by strategic behaviour and conflicts of interest. Building trust can reduce strategic uncertainty and facilitates investments in uncertain collaboration processes (Klijn / Koppenjan 2012, p. 7). Furthermore, it is considered important to implement mandatory process agreements. That may include rules for joining or leaving the network, communication rules, conflict regulating rules, rules on decision-making, and other arrangements (Klijn et al. 2010, p. 1072). Such rules can also be understood as a common culture within the network (Schubert 2018, p. 23-24). Strategies for exploring content are as well considered important. Besides common goals, a shared vision and mission can create a sense of unity within the network (Schubert 2008, p. 84; Schubert 2018, p. 15-22). Finally, arranging strategies is seen as important, which means setting (temporary) structures for interaction, deliberation, and consultation. That may include implementing a strategy for project management or various ways of communication (Klijn et al. 2010, p. 1072).

3. Practices identified

Throughout the survey, we were able to collect a total of 55 *practices* from different countries. As shown in *figure 1*, 14 of these are operating in Germany, 12 in Turkey, 11 in Italy, seven in Ireland, four in the United Kingdom, another four have a Europe wide or global approach while three are operating in other countries (Sweden, Netherlands, and Malta).

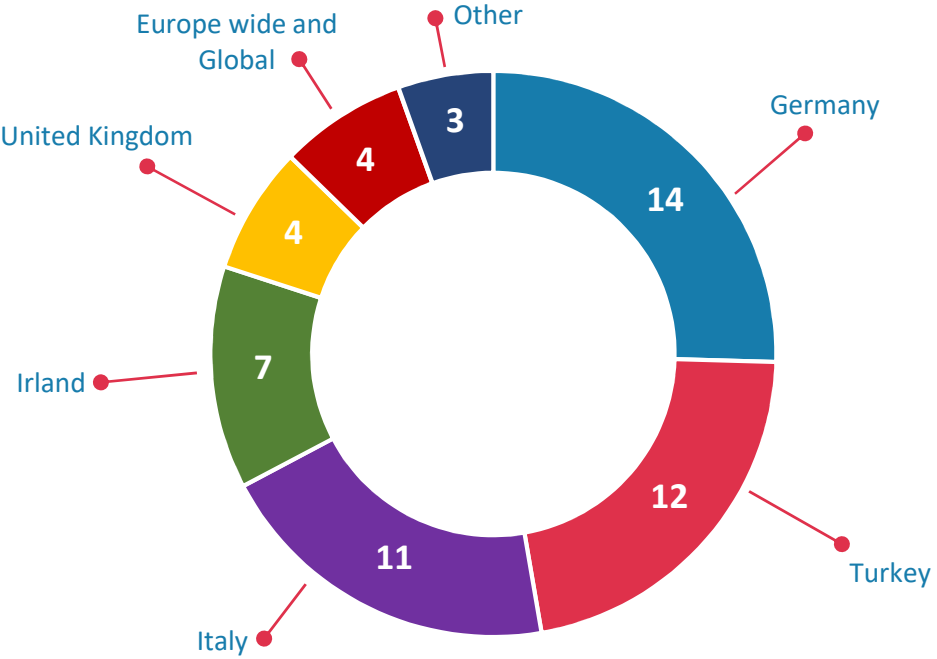


Figure 1: Surveyed practices per country

3.1 Typology of practices

The networks that participated in the survey are as heterogeneous as the field of action in which they operate. For better orientation and a better understanding we have categorized these networks into seven types⁴ to be defined as below:

- **Non-state integration network:** Network co-ordinated by non-state actors (if there is coordination at all) for a territorially delimited area (e.g. a municipality, a region, or at the state level) to ensure an exchange of information or to provide/coordinate certain integration services. Although coordination is carried out by non-state actors, the networks may also include state actors.
- **State integration network:** Network which is coordinated by or in very close consultation with state actors for a territorially delimited area (e.g. a municipality or a region) to ensure an exchange of information or to provide/coordinate certain integration services. Although coordination is carried out by state actors, the networks usually also include non-state actors.

⁴ Typologies suggested in literature not being sufficiently meaningful for our purposes, these network types and their definitions have been developed by us. Yet, considerations from the research literature were taken into account in the development of the network types mentioned here. The sample cases were grouped according to the most relevant common criteria that define a respective network type (in the first two cases, for example, the most relevant, defining common criterion is a significant participation of state or non-state actors, while in the last case the main criterion is the relative absence of formality).

- **Project consortium:** The root of the network lies in the joint application for project funding (e.g. EU level or state level) to implement new and innovative integration projects. This also includes networks that are currently in a transition phase from a funded project to a permanent network (e.g. a Non-state integration network). It also includes organisations whose primary objective is to raise project funds through their network.
- **Inter-territorial network:** Joint provision of services or exchange of information between (usually) state actors of different municipalities or territories.
- **Joint provision of corresponding services:** Approach where state actors work either alone or in cooperation with non-state actors to enable the provision of a particular service (e.g. educational offers, housing) in a particular territory.
- **Migrant network:** Network of individual migrants or migrant self-organisations or a mix of both. Although these networks are mainly composed of migrants, they may also include non-migrant actors. Usually, the main aim is to foster exchange among migrants and/or migrant self-representation.
- **Informal group:** Groups of individuals (e.g. migrants) who meet in a very informal setting to pursue a particular activity (e.g. cooking together). It is not yet an organised network, but it could develop into one (e.g. a Migrant network). These groups can be brought together through formal organisations.

The transitions from one subtype to another are sometimes fluid and the networks cannot always be easily assigned to a single category. The types rather have an orientation character. *Figure 2* shows how often the respective types occurred in the survey:

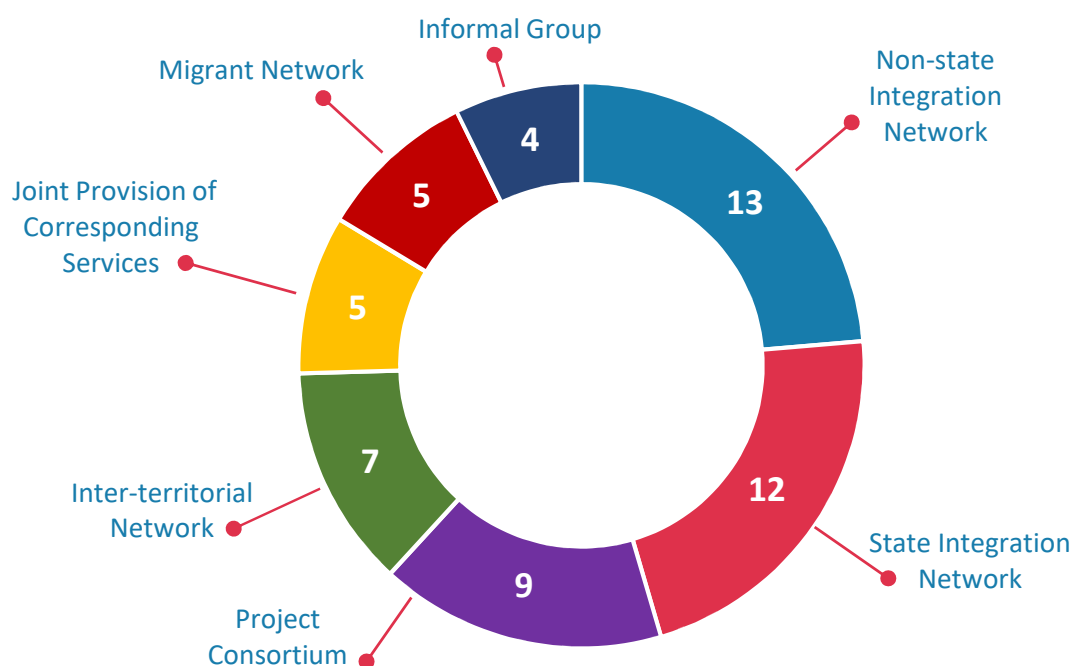


Figure 2: Types of networks

Non-state and State integration networks were the most represented. It is noticeable that eight of the 12 surveyed State integration networks are operating in Germany. These are municipal integration networks where state and non-state actors exchange information on integration and initiate integration projects at a local level. Similar approaches were also identified in Ireland, Italy, and Turkey. Nine of the observed practices are project consortiums and seven can be classified as Inter-territorial networks, which were exclusively surveyed in Turkey. Joint provision of corresponding services was a less surveyed type and the five practices occurred exclusively in Turkey and Italy. In Italy, the reception of refugees and migrants is usually outsourced to alliances of NGOs and implemented in joint coordination with state actors. Migrant networks and Informal groups were also less common in the survey and the latter were only observed in Ireland.

Concerning their *vision and mission* (figure 3), 45 out of 55 networks (82 %) state that they want to foster (structures of) integration. Multiple selections of answers was a possibility, but other objectives were mentioned significantly less. Around a quarter of the practices mention the networking of actors and/or services as an objective. Raising awareness is mentioned by ten practices, whereas political representation and/or migrant self-representation as well as the empowerment of migrants and refugees are each mentioned by eight networks.

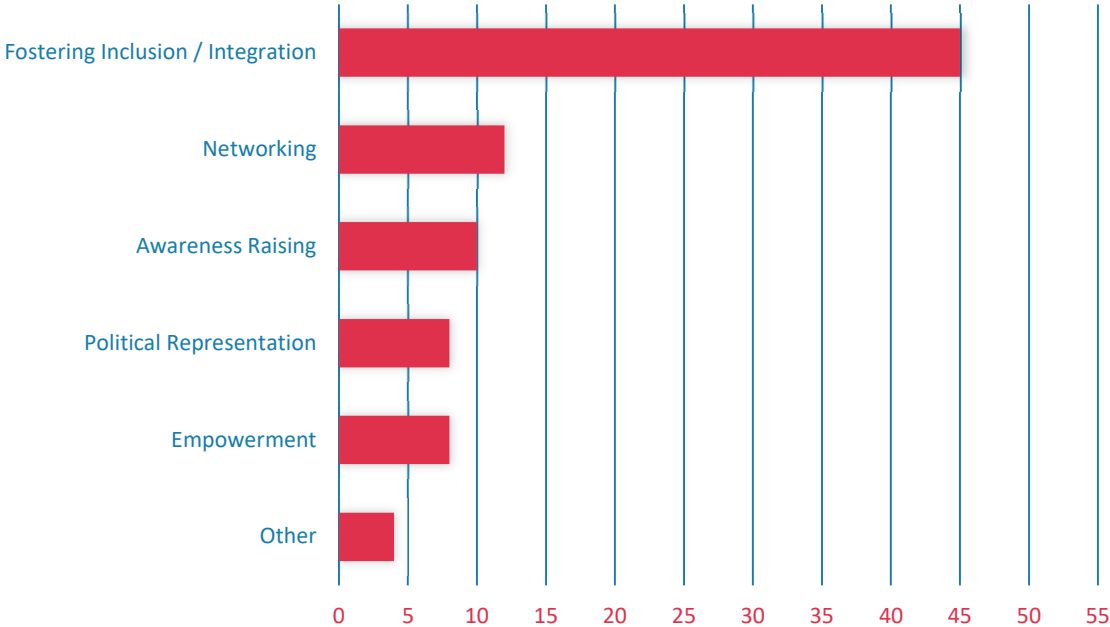


Figure 3: Vision and mission (multiple selections possible)

In this context, almost every surveyed network states (multiple selections possible) that it is generally active in the field of integration or inclusion in general (figure 4). Regarding the specific field of action within migrant and refugee inclusion, most networks are operating in the field of education and training, where 46 of the practices are active. This is followed by labour market and language, where about half of the respondents are active. Every third of the networks is active in the fields of culture and sports. Finally, around a quarter of the respondents are active in the fields of housing and healthcare. Other fields of action such as research, legal protection, and intercultural opening are occasionally mentioned.

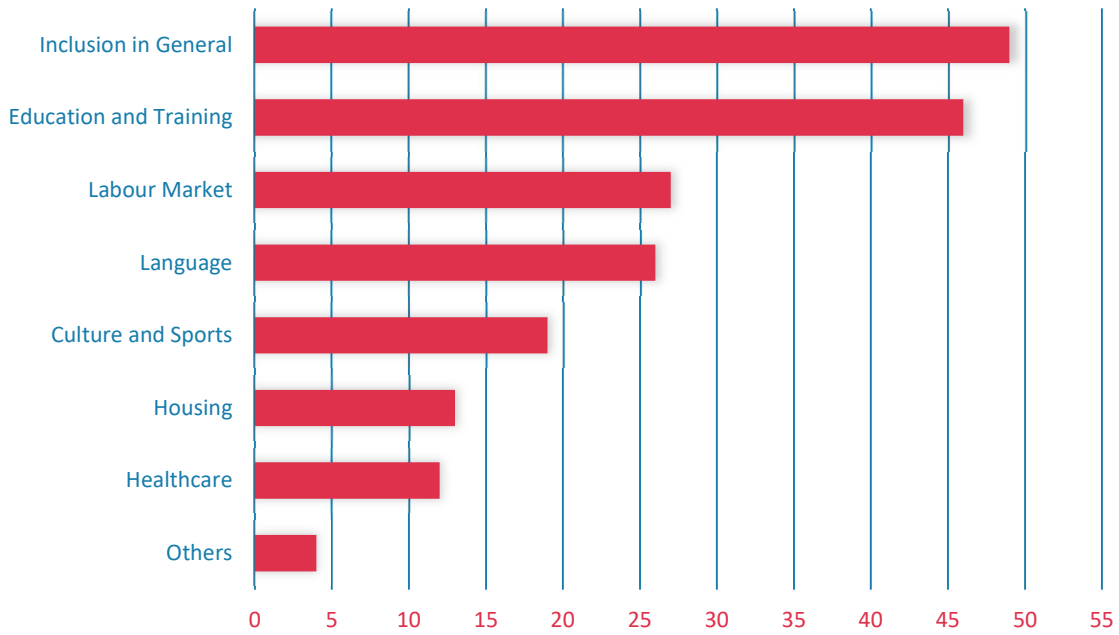


Figure 4: Field of action (multiple selections possible)

As was to be expected, 45 of 55 practices (82 %) each have migrants and/or refugees as their main *target group* as seen in figure 5 (multiple selections possible). Sometimes, however, the main target group is only a specific subgroup, such as migrants who want to become self-employed. In general, both migrants and refugees are specified as belonging to the target group. Only in individual cases is the focus on just one group. About half of the networks have named volunteers and NGOs as target groups. In addition, 21 practices mentioned public administrations and 15 listed companies as a target group. Eight respondents mentioned other target groups, such as educational institutions and citizens (15%).

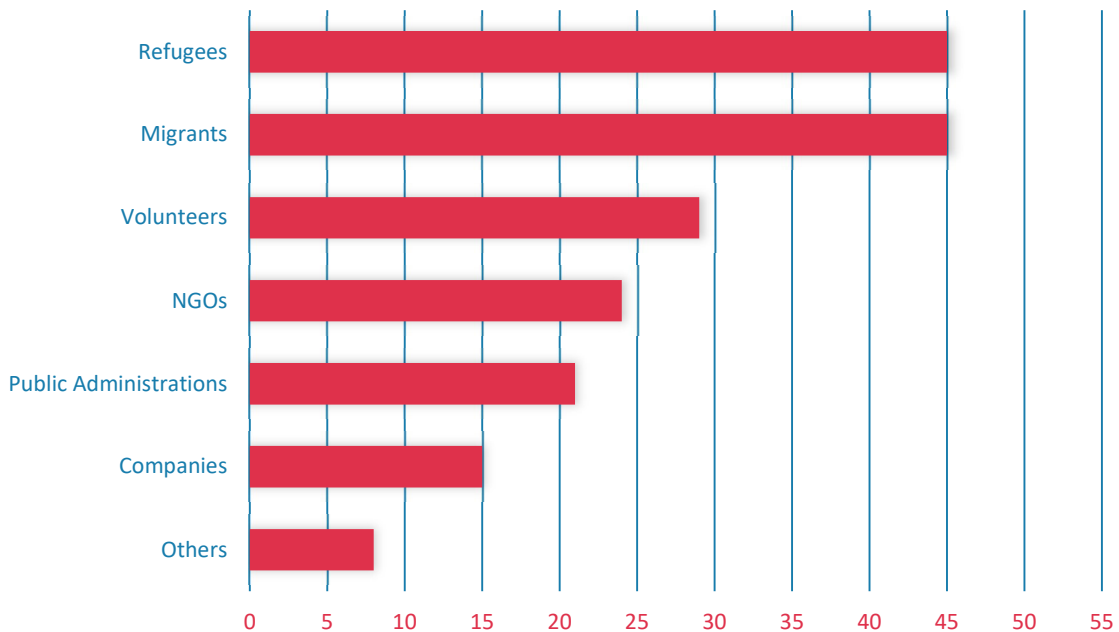


Figure 5: Target groups (multiple selections possible)

3.2 Network management

The survey also aimed to identify network management practices among the participating respondents. Taking into account the research literature on network management as well as the frequent mention and intensive discussion of these aspects in the answers of the respondents, the following four main categories were considered relevant for activities in the field of network management and will be discussed in more detail hereafter:

- organisation and resources,
- internal and external communication,
- evaluation and monitoring and
- sustainability.

3.2.1 Organisation and resources

An important aspect of network management is the way networks are organised internally. The practices are formalised to varying degrees, as seen in figure 6:

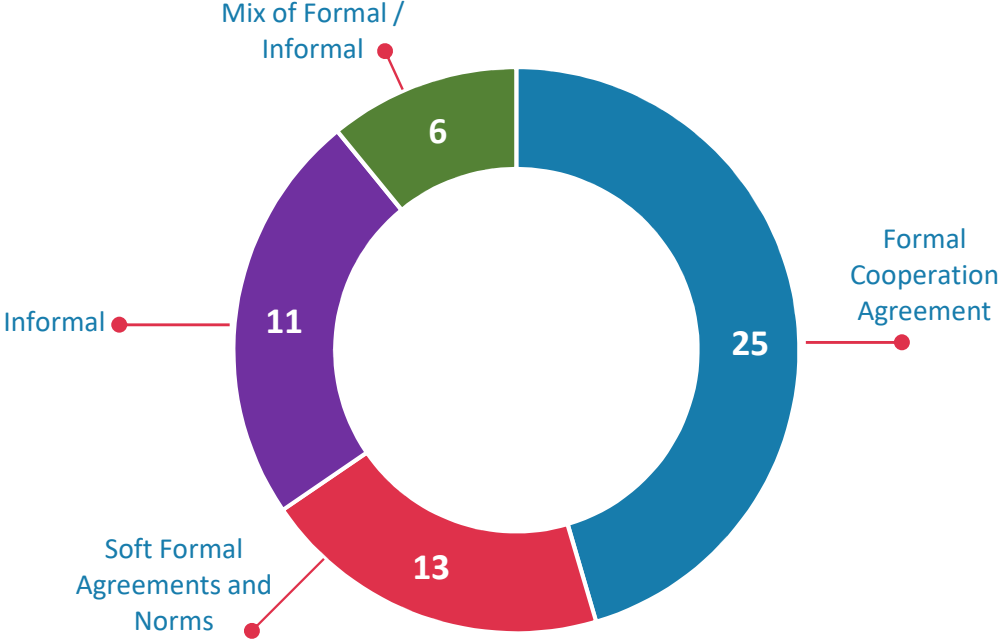


Figure 6: Degree of formalisation

With regard to their organisation and internal process design, almost every second network relies on formal cooperation agreements. These are typically legally binding agreements that have to be signed by all parties and specify the role and responsibility of each member, although to varying degrees. Soft formal agreements and norms as the basis for organisation are chosen by a quarter of the practices. These are agreements that are not legally binding and do not specify exactly what has to be done by each member. Soft formal agreements often rest upon a basic agreement, e.g. a declaration of common objectives. 11 networks consider themselves to be completely informal, which means that they have no codified rules or agreements for their exchange. This could be, for example, a loose connection of organisations that exchange information. Six out of 55 participants rely on a mix of formal and more informal structures. These networks typically consist of a “core network” with a formal cooperation agreement, although the network also has informal members who are only interested in, for example, exchanging information. Except for the network types

Inter-territorial network and Joint provision of corresponding services, which rely exclusively on formal agreements, there is no striking correlation between the degree of formalisation and the network types in our survey.

Figure 7 gives an overview of the coordinating organisations in the surveyed networks:

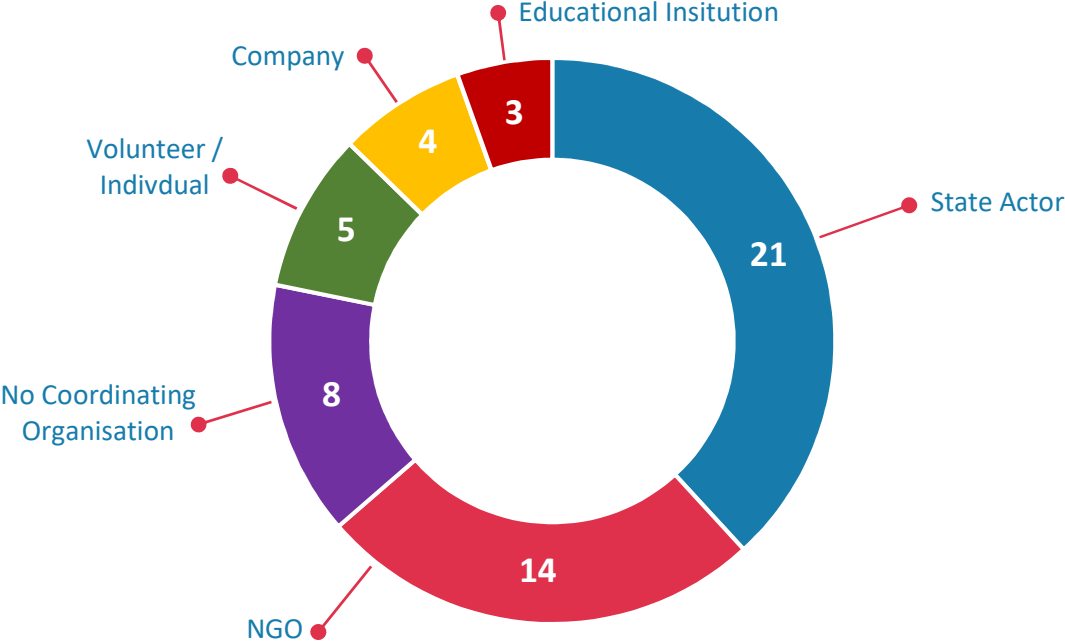


Figure 7: Coordinating organisation

21 practices are coordinated by state actors. Coordination by the state is mainly found in State integration networks (11 out of 12) or Inter-territorial networks (all seven). Which state actor implements the coordination depends on the level at which the network operates. Local integration networks are implemented by municipalities, often through special coordination bodies. Especially the Turkish Inter-territorial networks seem to be coordinated by national ministries. NGOs are coordinating a quarter of the practices and eight networks state that they have no coordinating organisation. Five practices indicated that they are coordinated by a single person or a volunteer. This includes Migrant networks as well as State and Non-State integration networks. Finally, four of the surveyed practices are coordinated by a company and three by an educational institution.

Although most of the networks surveyed are coordinated by state actors, NGOs are mentioned as *network members* by slightly more than every second network and are therefore the most frequently named network members as shown in figure 8. This includes welfare organisations, associations, and migrant organisations. State actors as network members are mentioned by slightly less than half of the respondents. Among the state actors, individual agencies such as employment agencies, ministries, or municipalities might be part of the respective network. A quarter of the practices mention educational institutions such as schools or universities as members. Volunteers are mentioned by 11 and companies by ten participants. Just eight out of 55 practices mention migrants and refugees as members of their network and those are mainly Migrant networks or Informal groups. Finally, four networks mentioned other members such as actors in the field of sports and culture, or investors.

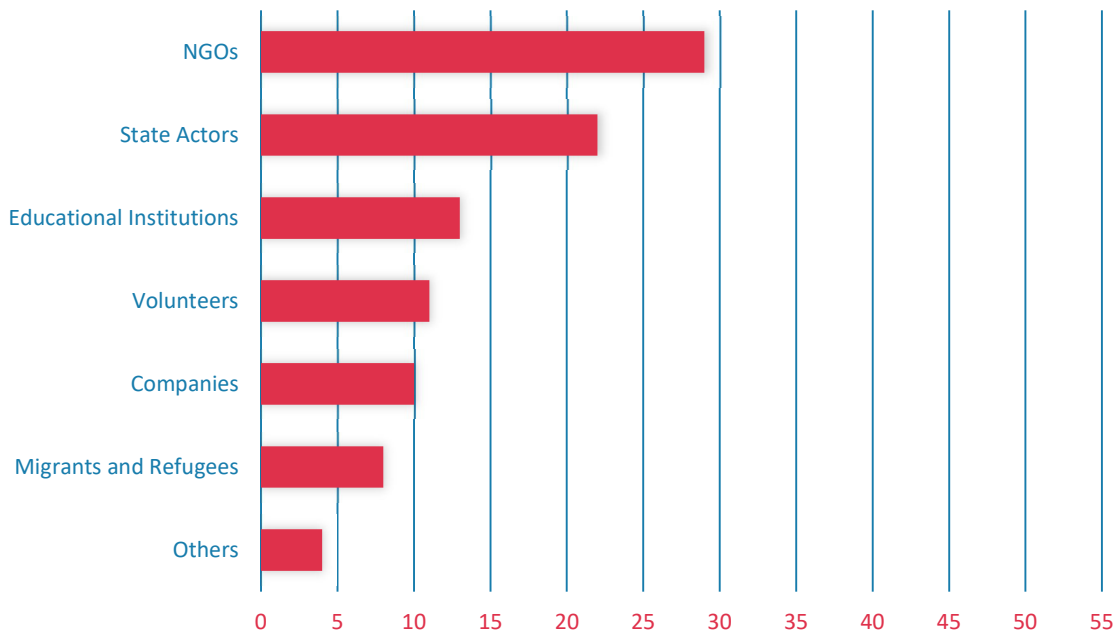


Figure 8: Network members (multiple selections possible)

In terms of *resources*, more than half of the networks depend on project funding, as *figure 9* shows (multiple selections possible):

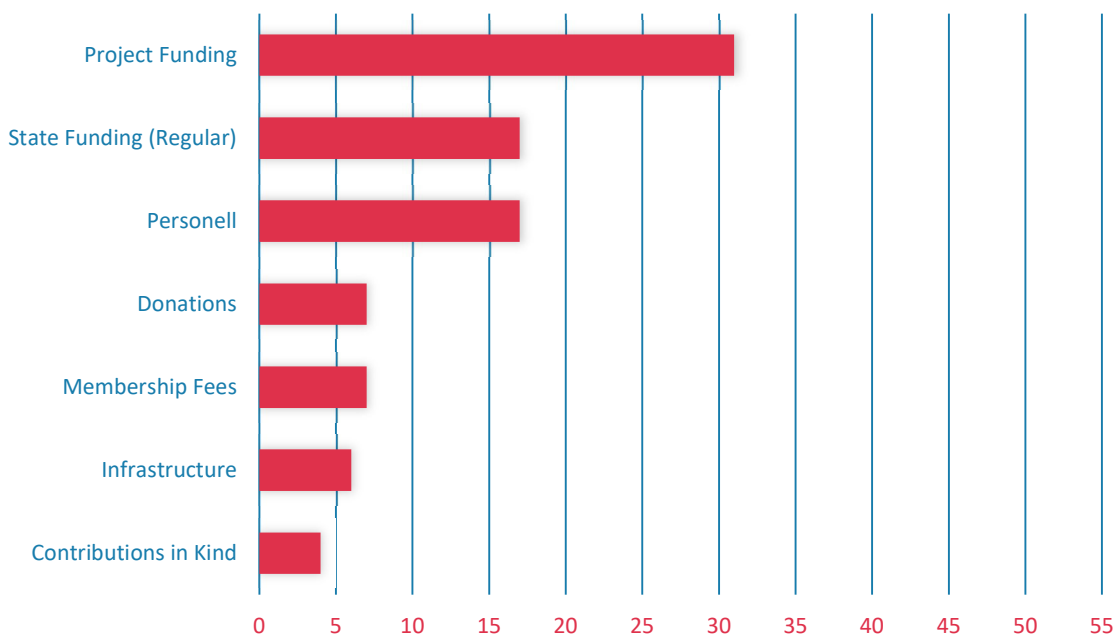


Figure 9: Resources (multiple selections possible)

Project funding may cover funding for smaller projects (e.g. for specific activities) as well as European funding programmes (e.g. ERASMUS+ or the Asylum, Migration and Integration Fund), as well as national or regional funding programmes. Around a third of the networks have a more secure funding base through (regular) state funding. Another third of the networks name personnel support as a resource. This usually indicates the financing of staff or a coordinator but may also include volunteers which work for the network. Membership fees and donations each finance around a quarter of the networks. Six of the surveyed networks can rely on an already available infrastructure as a resource. This can be something as simple as using the rooms of another organisation to meet. Lastly, just four out of 55 practices mention contributions in kind as a resource.

This can include, for example, every participant bringing food to a network meeting of a small Migrant network.

3.2.2 Internal and external communication

Internal and external communication is essential for network management. *Figure 10* shows the scope of *internal communication* of the surveyed practices (multiple selections possible). The most important communication channels are regular network meetings where the members can meet in person, which are mentioned by 34 of the practices. These are usually described as physical meetings and serve the purpose of exchanging ideas and deciding together on all central issues of the network. The meetings can have a very formal character with well-planned processes, as is often the case with State integration networks. However, the meetings can also have a more informal character, as it is mentioned by the Turkish Migrant network **Tuzla Social Assistance and Solidarity Platform** for their meetings:

“We organise breakfast events every month on Sundays to evaluate what has been done and what will be done.”

E-mails and newsletters sent via mail are used by about half of the respondents and are therefore widely used for internal communication. Video telephony via, for example, Zoom or Skype is used by a third of the practices. It appears that this tool has become more important during the period of the survey, as various networks claim to have switched to video telephony because of the restrictions caused by Covid-19. To provide information such as current news or reports, websites are used by one-third of the networks as a communication channel. A further communication channel is instant messaging, which is used by 16 practices and primarily takes place via WhatsApp groups in which the respective network members communicate. This mainly (but not only) applies to smaller Migrant networks and Informal groups. A more professional instant messaging tool in use is Slack. Social media is utilized by a quarter of the networks and can be used for sharing information but also for exchange and communication for example in Facebook groups. Another more physical form of communication are internal or external events where the network members meet each other. This is mentioned by 11 practices and includes, among others, conferences, training, or more informal settings such as intercultural festivals. Working groups or committees as thematic subdivisions of the network are utilized by ten of the respondents. This communication format is mentioned above all by the German State integration networks at the municipal level, which typically divide the main network into thematic subgroups such as labour market or education. Besides, there are classical forms of communication such as telephone or bilateral meetings which each are used by nine networks. Cloud-based file sharing, for example via Dropbox or Google Drive, is utilized by just eight out of 55 of the surveyed practices. Three networks also mention less frequently used communication channels such as an online forum, extranet, or tools for making appointments, e.g. Doodle.



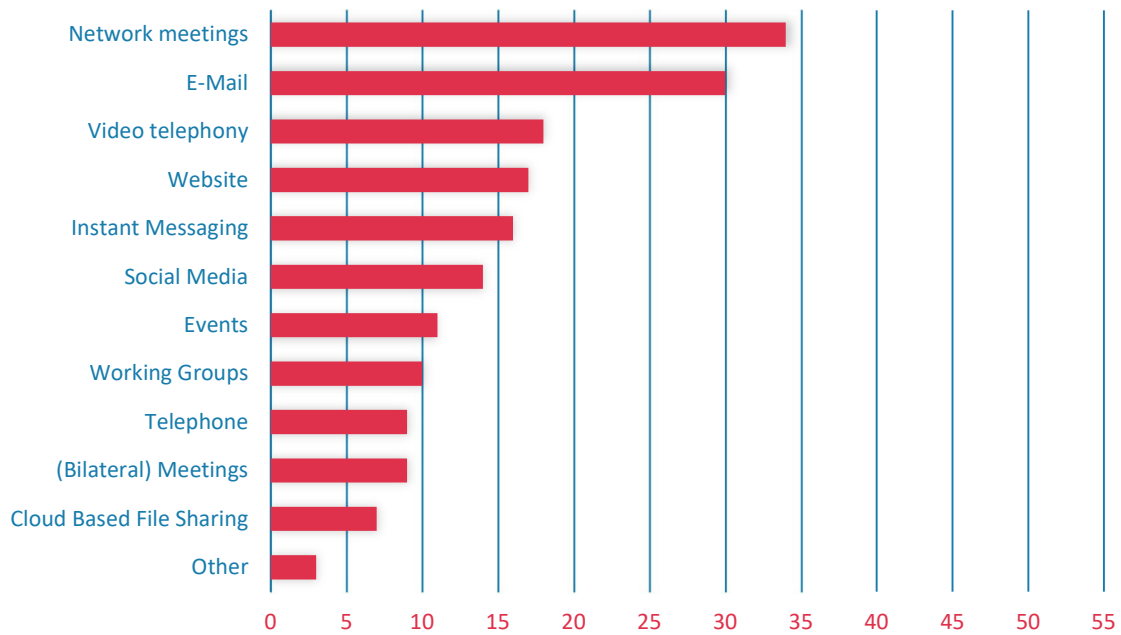


Figure 10: Ways of internal communication (multiple selections possible)

As shown in figure 10, a variety of communication channels are used by the networks. Thus, it is not possible to generalise which communication channels should be used. For example, for larger State integration networks, communication by e-mail, formalised network meetings, and division into working groups seem appropriate, but for smaller Migrant networks or Informal groups, communication via instant messaging groups appears to be completely sufficient. Modern communication tools such as video telephony or Instant messaging could simplify communication in the future and enable easier and more intensive exchanges even after the restrictions caused by Covid-19 have been lifted.

A way to facilitate decision-making on complex problems between many actors and to encourage active participation are *facilitation formats and tools*. These can be used in network meetings or for any other occasion where network members meet. However, when asked about facilitation formats currently in use, almost half of the networks state that they did not use any or did not give any statement as seen in figure 11 (multiple selections possible).



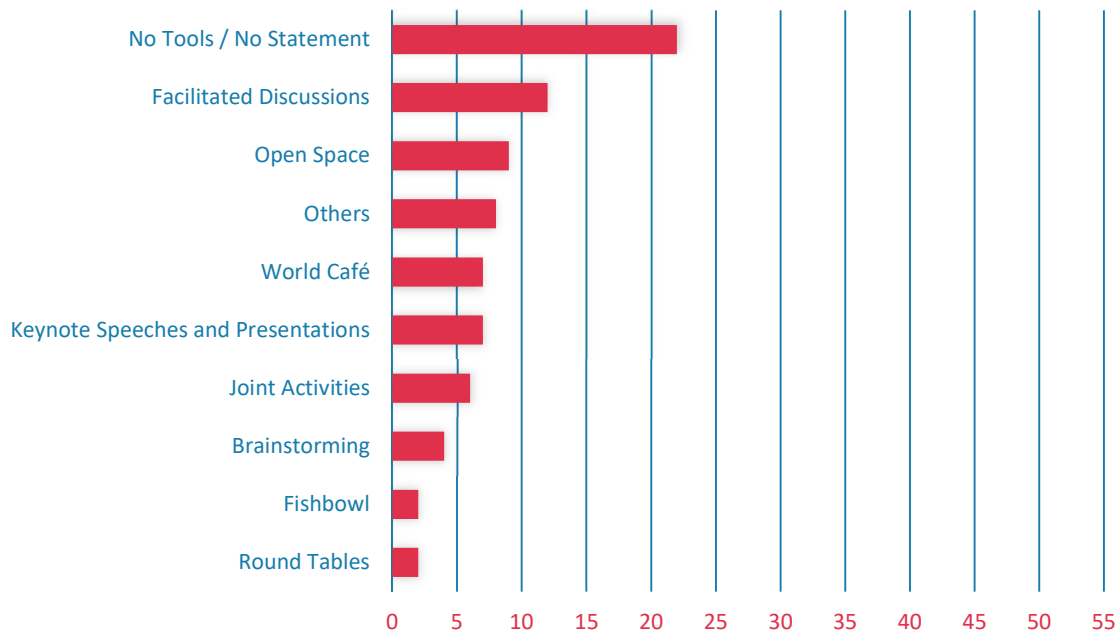


Figure 11: Facilitation formats and tools (multiple selections possible)

About a quarter indicates that they use moderated discussions and workshop formats to support the exchange between members. More participatory approaches to facilitation that encourage more active participation, e.g. Open Space or World Café, seem to be not widely used. To share experiences or provide knowledge input seven of the surveyed practices use keynote speeches or presentations. Six networks try to create informal settings to foster exchange and good relations between the members, for example by organising joint activities. In very formal settings, planning adequate space for breaks to allow for informal exchange might be a successful strategy. Especially Migrant networks seem to foster exchange by organizing informal events like, for example, karaoke, concerts, or dinner. Another possibility mentioned is to give the network meeting an informal touch as the Italian Non-state integration network **Orti in Pace** indicates:



“Our meetings take place in a very informal context, in open country, in the shade of a tree, with a glass of wine, eating our garden's vegetables.”

Furthermore, a few networks mentioned brainstorming as a creativity technique together with less participatory facilitation techniques as the Fishbowl format or Round Tables. Finally, eight practices mention occasionally using other techniques as Bar Camps, Poster Exhibitions, Network Cafés, and Marketplace of Ideas.⁵ All in all, facilitation formats and tools appear to be underused so far, which seems particularly true

⁵ For more information on some of the mentioned facilitation techniques see for instance: <https://kstoolkit.org/KS%20Methods>

for more participatory approaches. This could signify a missed opportunity to create a better exchange, active participation, and closer relations within the networks.

As shown in *figure 12*, in terms of *external communication*, the press is used by every second network and therefore is the most used communication channel (multiple selections possible), typically by writing press releases for the local press or online media. This is closely followed by social media as a tool for external communication which is used by almost half of the respondents. Facebook, Twitter, and Instagram are primarily used to address different target groups. To disseminate their work, slightly more than a quarter of all networks organize their own events such as conferences and workshops, but also neighbourhood festivals as events quite common for local integration networks. Another quarter of the networks mention their website which they use as an information portal for external stakeholders and everybody else interested in their work. External communication is also carried out via classic print instruments such as flyers, brochures, and posters. Not only self-organised events are frequent means for dissemination, but participation at external events is also used by eight practices for communication and networking. Further occasionally mentioned channels for external communication are bilateral meetings with stakeholders and e-mails or newsletters sent via e-mail. In general, these (low) numbers indicate that most networks do not focus much on external communication and especially not on addressing specific target groups. Although communication channels such as press releases, social media, and events are used to disseminate the own work to some extent, reaching the general public or addressing specific target groups often does not seem to be a priority.

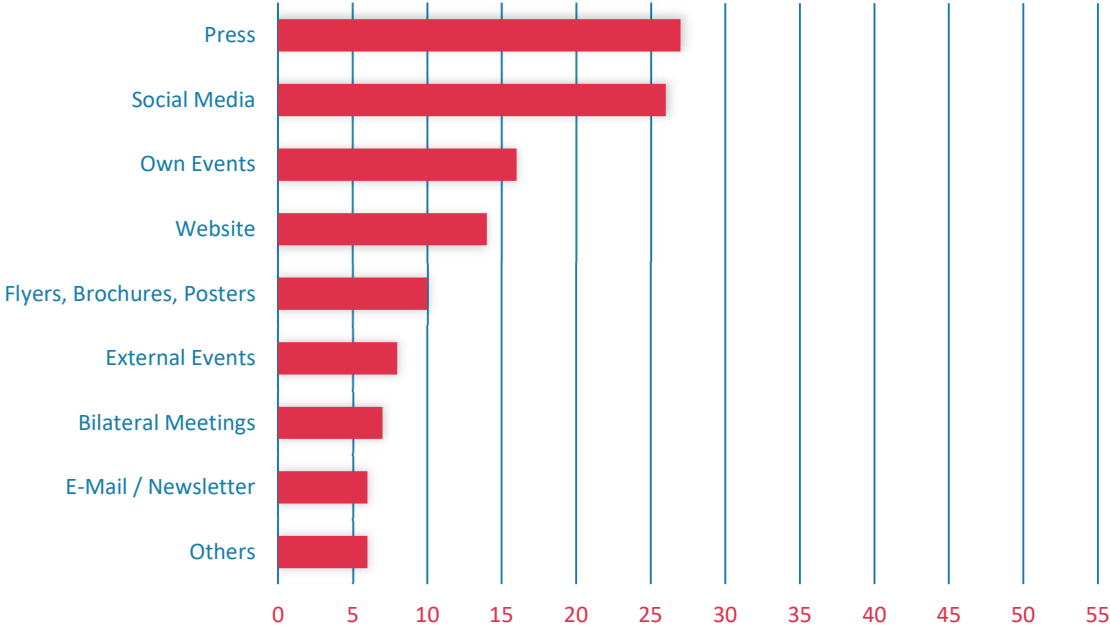


Figure 12: External communication channels (multiple selections possible)

3.2.3 Evaluation and monitoring

As shown in figure 13, evaluation and monitoring measures differ from network to network (multiple selections possible):

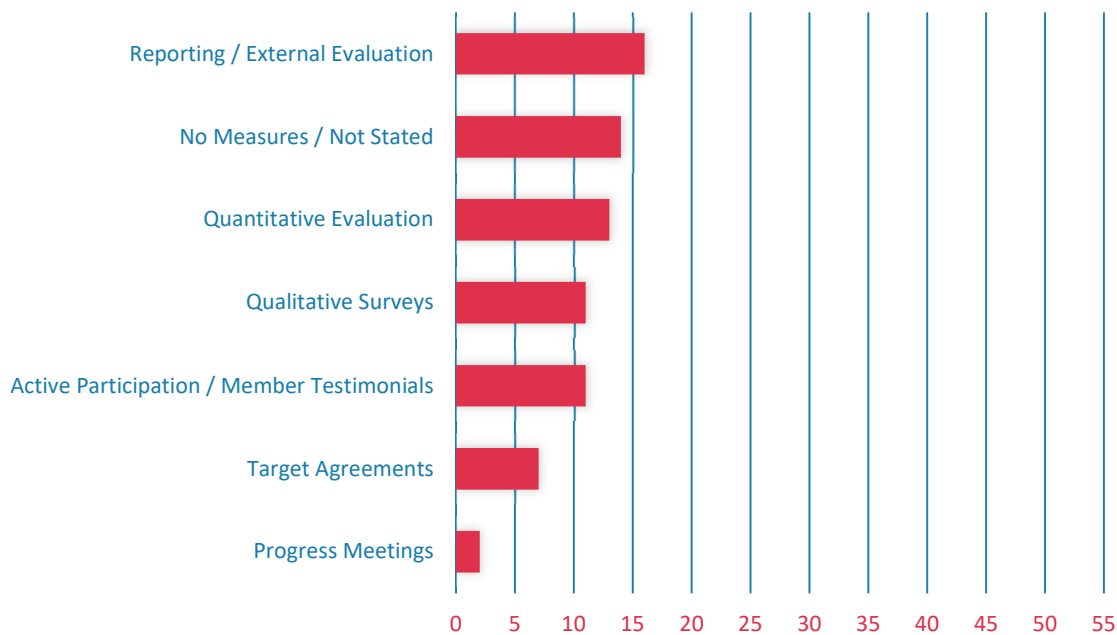


Figure 13: Measures for evaluation and monitoring (multiple selections possible)

Slightly more than every fourth network uses reporting approaches or is subject to external evaluation. For example, the **State integration network in the German city of Erfurt** releases an annual report in which, among other things, various target figures (such as the number of network meetings or info mails) are recorded and, based on this report, target figures for the next year are set. An external evaluation is usually carried out by the funding agency or by an institution that awards a quality management seal. A quarter of the respondents rely on quantitative evaluation and slightly less on a qualitative evaluation. A quantitative evaluation may include the number of members and network meetings but may also include the concrete outcome of the network, such as the number of consultations provided in a certain period. Rather unsystematic approaches to self-evaluation are active participation and member testimonials, which are used by 11 practices. The rather informal German Migrant network **Newcomers Network** made the following statement on evaluation:

“For me, a meeting is successful if at least one person comes to me smiling and thanks me for the evening. And fortunately, this happens more than once every time.”

Internal target agreements are used by seven of the practices and just two use internal progress meetings. Finally, every fourth network does not mention any measures for evaluation and monitoring or has none in charge.

Overall, the results indicate that a significant number of the practices do not seem to have a coherent and systemic approach to evaluation and monitoring. The quantitative evaluation of own activities is typically very low-level (e.g. an overview of how many people attended the network meetings) and many practices just interpret verbal positive feedbacks from the participants as a positive evaluation or have no measures in place at all.

3.2.4 Sustainability

As shown in *figure 14*, the respondents use a range of sustainability measures, although sustainability issues seem to not play a major role in many networks:

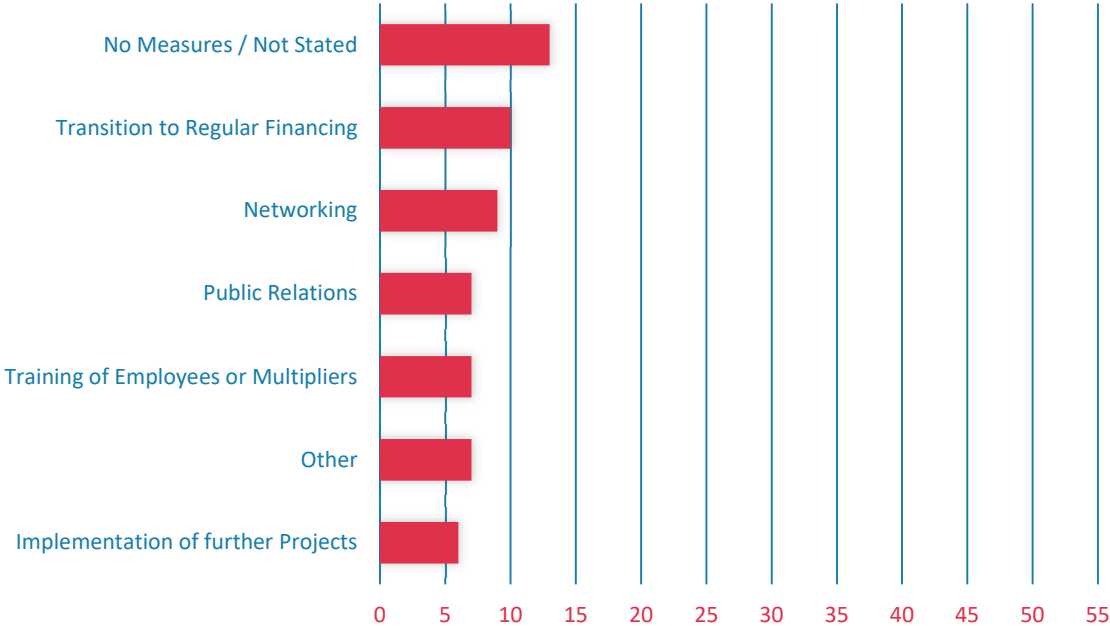


Figure 14: Sustainability measures (multiple selections possible)

Ten of all participating networks have already established or are trying to establish their network within administrative structures or transfer it to regular funding to make it sustainable.

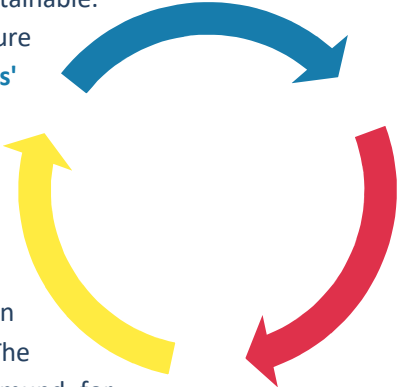
General networking and network management is a sustainability measure used by nine of the surveyed networks. **The Centre for Entrepreneurs'**

Global network for refugee entrepreneurship describes networking as a means of sustainability as *“investing time into relationships with representatives of other partner organisations.”* The practices also aim to create a good framework for cooperation.

As a further measure, seven of the respondents hope for a sustainability effect from their public relations work by increasing the network's reach. Another seven rely on the training of staff and multipliers to maintain the network. The State integration network **lokal willkommen** in the German City of Dortmund, for example, focuses on the further training of refugees and volunteers so that they can continue the work of the network in the long term:

“The volunteers, in turn, take part in training courses conducted by the project network partners, which deal with specific topics such as application assistance, health care system, preventive medical check-ups, etc. This enables them to act as multipliers in the long term.”

Other practices additionally seek to encourage network partners to take on coordination tasks. In the case of Migrant networks and Informal groups, the participants of the network activities, i.e. other migrants and refugees, can be empowered to take on coordination activities themselves. The implementation of further funded projects is a possibility for six of the networks to continue cooperation. Five practices focus on the extension of the network with regard to network members and/or target groups to keep it relevant and visible for policymakers and potential new members. Seven networks also mention other measures, such as



embedding the network in an overarching strategy like a local integration strategy. The Project consortium **EMINENT** uses a dedicated online portal to share open-source documents to maintain the network in the future. However, a quarter of the surveyed practices do not name any sustainability measures or have no measures in place at all. Thus, it can be assumed that sustainability issues do not play a major role in many networks.

3.3 Policy framework conditions

As the field of migrant and refugee inclusion is politically highly controversial, we asked the practices on how they perceive the *policy framework conditions* for their work (figure 15):

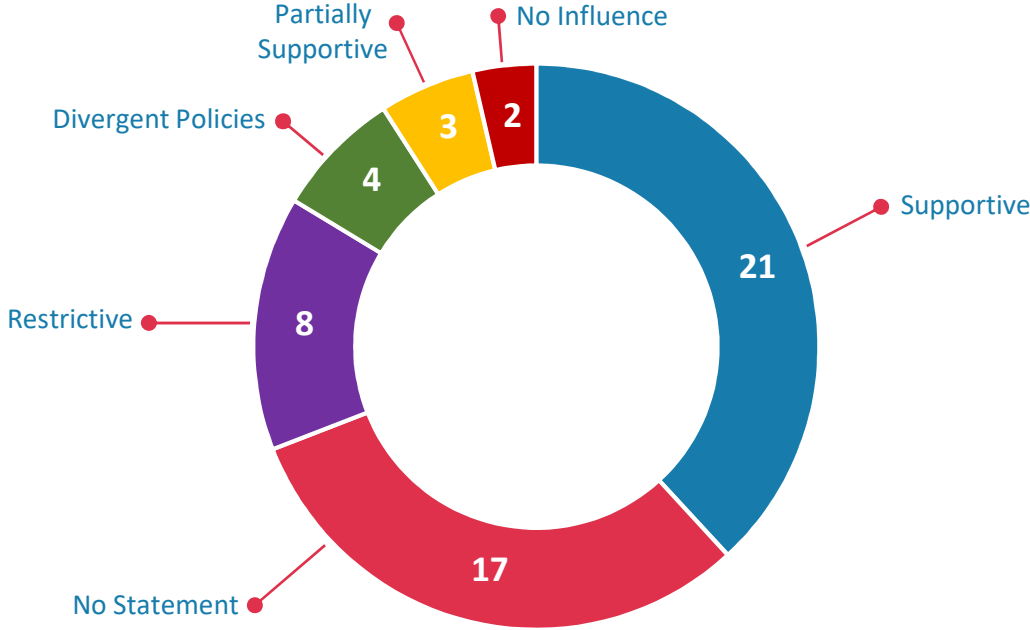


Figure 15: Policy framework conditions

More than every third network states that it considers the policy framework conditions to be supportive. Good cooperation with state actors or funding by state actors are named as reasons for this assessment. In contrast, only eight networks consider the framework conditions to be restrictive. The (suspected) cancellation of funding is mentioned as one reason. Furthermore, the legal framework is perceived as increasingly restrictive and the field of action as challenging. Divergent policies on different levels of government are perceived by four networks. These practices feel supported at a local level but perceive national policies as hindering. This finding is reported by German, Irish, and Italian networks and is thus not limited to a single European country. Three respondents assess the framework conditions as partially supportive and just two state that the framework conditions have no impact on their current networking. Finally, about a third of the respondents do not make any (concrete) statement when asked about the policy framework conditions. Furthermore, there are no striking correlations between the perception of the policy framework conditions and the types of networks or the countries in which they operate.

3.4 Success factors and challenges

In the context of the survey, various success factors and challenges in the daily work of the networks could be identified. Success factors and challenges are often interrelated; therefore, they will be discussed together in the following chapter.

(1) One success factor is to *ensure appropriate internal and external communication*. That means establishing a well-structured internal communication by using, for example, regular info mails or a calendar system. In this regard, frequent and regular meetings seem to be particularly important. Connecting the network members and establishing good personal contacts based on mutual appreciation and trust is a key factor to ensure good internal communication and cooperation. Creating informal moments and enough space for interpersonal exchange is mentioned as one way to achieve this. State integration networks emphasise especially the value of trusting cooperation between state and non-state actors. The internal communication should also be transparent as **The Centre for entrepreneur's Global network for refugee entrepreneurship** states:

“Fairness and transparency at all times - don't force other actors into only progressing in the context of your network and at the same time make sure that you always are fair and transparent about opportunities that intersect with the agreement you have and that could present a conflict of interest but, in other words, also an opportunity.”

However, internal communication is also sometimes perceived as a challenge. There can be a loss of information when many actors communicate mutually. Online forums are seen as suitable platforms where communication is transparently visible for all. All in all, professional knowledge management is considered important, as sometimes network members or individual contact persons change and thus knowledge can be lost. Other perceived difficulties are the decision on a shared communication approach, knowledge, and vocabulary. This could be addressed through internal learning events. The organisation of communication within the network meetings, especially with large groups, is also perceived as a challenge. The use of facilitation techniques for (large) groups is one solution approach yet seems to be underused so far. If the group is too large to ensure a good level of communication, the network could also be divided into working groups. Besides, intercultural competencies including an appreciative approach to cultural diversity at an individual as well as at an organisational level may be required in a network. As soon as individuals with different cultural backgrounds or even organisations from different countries work together, they must be carefully managed. This applies to local migrant networks as well as for transnational project consortia.

Furthermore, various aspects of external communication are perceived as challenging. In particular, this applies to reaching and involving the target groups, especially migrants and refugees. This becomes more difficult the more specific the target group is, as the Project consortium **EMINENT** describes:

„Female migrant entrepreneurs are a very niche target demographic and our approach that worked best was to engage these people through organisations that are dedicated to working with the migrant population.“

One way to reach migrants and refugees is through organisations working with the target group, such as migrant organisations. However, the networks also perceive language barriers when communicating with migrants and refugees as a challenge. Here, language mediators can provide support in the event of a lack of

language skills within the network. If there is no budget for professional translators, volunteers can provide support. Volunteers with a migration background are most suitable for this purpose, as they can help to establish better contact with those seeking advice. However, the need for language skills in dealing with migrants and refugees should be always considered in the networks. Another success factor concerning external communication is stakeholder management regarding actors outside the network. Stakeholder management in this context refers in a first step to assess the profile of individuals or organisations that have an interest in it, can influence the success of the network or are affected by its work and, in a second step, to approach these individuals or organisations. Cooperation and communication with actors outside the network is sometimes perceived as challenging, as an **informal German Non-state integration network in the city of Halberstadt (Caritas-Diakonie-Zora Netzwerk)**, loosely made up of various NGOs, describes it:

“Cooperation with authorities and companies is often difficult. It requires a lot of mediation work to find a suitable solution for each side.”

Therefore, the success of the network's efforts often depends on actors who are not necessarily actual members, and good contacts with these can be crucial. Lastly, some practices see professional public relations as a factor for the success of the network, while at the same time a lack of visibility is also perceived as a challenge by some.

(2) *Professional coordination and management* of the network is determined as a further success factor. The existence of a common vision and mission is decisive, and the joint development of a mission statement can strengthen the unity of the network. The same applies to the existence of common values and thus a common culture within the network. Furthermore, it is important to constantly connect the network members and to take care of the relationships within the network. Moreover, a clear distribution of roles and responsibilities is perceived as important, e.g. a well-maintained work schedule. Another factor is the openness for new approaches and professional change management. The **IQ Network Saxony-Anhalt**, for example, described the inclusion of all employees in a digital change process as a challenge. However, this change was necessary for the network to continue working efficiently, which is why professional change management is seen as a success factor for the network. In general, the use of digital work tools such as videoconferencing software has occasionally been mentioned as a success factor. It is also important to establish professional conflict management. Conflicts of interests and competition are not unusual within networks, which is especially true for such heterogeneous networks as they occur in the field of migrant and refugee inclusion. The **state integration network of the German city of Erfurt** describes a possible conflict:

“There is a lot of competition, especially among language course providers, and it is often difficult to bring them together for a constructive exchange.”

There is also a need for good resource allocation to prevent conflicts within networks. Especially in project consortia, however, free riders and similarly “bad attitudes” (“I only move, if I have funding for this”) can also become problematic. **The Centre for Entrepreneurs' Global network for refugee entrepreneurship** consider an informal start of the network as an approach to prevent this:

“Make it work without funding first: networks that can start with voluntary collaboration tend to be better than those that can only work and start when they have acquired funding which is often much more opportunistic. This tends to show that people are in it for the right reasons and really committed to developing mutual added value.”

(3) *Sustainability* is another challenge that many of the surveyed practices are facing. Networks are often set up as projects and therefore do not have a secure financial basis, as underlined by the Irish State integration network **Roscommon Refugee Resettlement Programme**:

“Indefinite sources of funding is always a challenge and the network is always seeking to acquire additional funding [...]”

Also, a certain level of competence and personnel resources are required to receive funding at all, as the Irish Informal group **Sligo Intercultural Project** states:

“We've struggled with funding, it's very difficult and time-consuming to try to get it.”

It is a challenge to sustain the networks post-funding and to establish a more sustainable form of cooperation. An insecure funding situation is a further obstacle when it comes to filling vacancies, as the positions in question cannot provide job security. This is particularly problematic in regions with severe skills shortages. Ultimately, however, many of the networks see their success in their work and activities. It is considered important to address topics of common interest and to initiate projects and activities which are relevant to stakeholders in the field of action.

(4) Another success factor is a *heterogeneous composition and participatory design of the network*. The broad field of migrant and refugee inclusion with all its different fields of action can be covered better by a heterogeneous composition of actors. In this way, the networks can also fulfil a bridging function, for example between migrants seeking advice and the state's welfare system. The State integration network **lokal willkommen** in the German City of Dortmund has professionalised this intermediary function with a digital database:

“lokal willkommen” acts as a mediator between those seeking advice and providers of services. The database used is an important instrument in this respect. Through initial talks during home visits, needs are recorded using a checklist and saved in the database. Using search functions, people can be filtered in a targeted way to make suitable offers. For example, a language course provider reports that an integration course is about to start. The search function can be used to filter people in the database who last indicated that they were looking for an integration course. These can then be addressed specifically. The database thus serves as a tool for transparently mapping the needs of those seeking advice, but also the activities of the staff. It also enables a citywide mapping of the needs and offers and their follow-up control.”

Furthermore, it is considered important within this field of action to involve the target group of migrants and refugees, as they know their own needs best. However, this is sometimes perceived to be difficult as networks seem to struggle with reaching their target group. It can require a constant work of dialogue and exchange. Contact can also be established through work with migrant organisations. Regardless of how the involvement of the target group actually works, it is considered important to meet migrants and refugees at an eye level.

Particularly (but not exclusively) in the case of Migrant networks, the activation of network members or involvement of target groups can also lead to management tasks being distributed to more persons, as described by the Migrant network **Voices of Young Refugees**:

“Management of the organisation can land on a few key people, - we have had to try to support young people to get more involved.”

It can also contribute to the success of a network if full-time employees themselves have a migration background, as it is the case within the migrant network **New Communities Partnership** from Ireland:

“We are run by people who have migrant backgrounds and know the issues faced by migrants coming to Ireland.”

The right choice of employees is seen as important in general, as some practices pride themselves in their qualified employees and especially in the high expertise of their network members, which is seen as a key part of their success.

In addition to the participation of the target group, the involvement and appreciation of volunteers seems relevant in the field of migrant and refugee inclusion. However, it is considered difficult to ensure the continuity of voluntary work, because of occasionally high participant fluctuation. This can be particularly problematic if and when the network itself is coordinated by volunteers. Furthermore, some of the surveyed practices highlight the benefits of state actors or decision-makers participating and engaging in the network. This is ordinarily perceived as valuable by non-governmental network members. It also seems important to create a participatory atmosphere within the networks, because according to the practices surveyed, it is particularly beneficial if the members have an active attitude and show a high level of commitment. Further criteria for establishing and sustaining a heterogeneous and participatory network can be low membership barriers or a low resource demand on its members. A low level of liabilities or more informal relationships are considered as means to encourage members to participate in the network, as every organisation has limited recourses.

(5) Some of the respondents see the *whole field of migrant and refugee inclusion as being characterised by many challenges*. This applies, for example, to the legal framework, which is perceived as complicated and sometimes restrictive. Moreover, laws in this area have been changing very rapidly in recent years and it is difficult to keep up. In addition, prejudices of local citizens against migrants and refugees can be a hindrance to the work of the networks. Also, the target group of migrants and refugees is exposed to many individual challenges, which sometimes make it difficult to take advantage of the services offered by the networks. Finally, like all parts of society, networks are also exposed to special challenges caused by Covid-19, as the Project consortium **EMINENT** describes:

“The restrictions on travel and meeting collectively has been a significant challenge brought about by the COVID-19 pandemic. Use of virtual communication platforms (e.g. Zoom and Skype) have assisted with this.”

4. Conclusions

Migration and refuge will continue to be major issues for societies, that need to be addressed with extreme care in order to achieve inclusion and cultural diversity. Sustainable integration and inclusion require a network-based approach to cooperation by a variety of heterogeneous actors. The actual design of these networks may differ, be it state or non-state integration networks coordinating integration services, migrant networks facilitating the exchange between migrants and migrant self-representations, or project consortia looking for innovative solutions. In all these forms of cooperation, the involved actors need a specific set of skills and knowledge to successfully establish and maintain their networks. The experiences and approaches of the practices in this compendium and the e-learning tools developed on their basis, aim to (help to) professionalise organisations and their staff and to impart the essential skills needed to work successfully and sustainably in networks. It is the ERASMI project's small, but hopefully significant contribution to strengthening the heterogeneous actors in the field of migrant and refugee inclusion to tackle the huge task of integration and inclusion.

5. References

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6. Appendix

Single Initiative Documents

Europe wide and global

- CFE Refugee Entrepreneurship Network
- MAGNET Network (Migrant Acceleration for Growth – Network for Entrepreneurship Training)
- Voices of Young Refugees in Europe (VYRE)

Germany

- Caritas-Diakonie-Zora Netzwerk Halberstadt
- Integrationsnetzwerk Dortmund „lokal willkommen“
- IQ Netzwerk Sachsen-Anhalt
- Migrantinnen Netzwerk Bayern
- Netzwerk für Integration der Landeshauptstadt Erfurt
- Newcomers Network Harz

Ireland

- Narrative 4 Girl's Stories
- New Communities Partnership
- Roscommon Refugee Resettlement Programme
- Sligo Global Kitchen
- Sligo Intercultural Project

Italy

- A Misura di Bambino – Percorsi di affido professionale di MSNA
- Centri di Accoglienza Straordinaria Perugia
- Orti in Pace

Sweden

- Grupp 39

Turkey

- Mahir Eller Projesi
- Rebuilding the lives in the Land of Hope
- Tuzla Municipality Mother-Child Education Centre (AÇEM)
- Tuzla Social Assistance and Solidarity Platform

United Kingdom

- EMINENT Network

For further Single Initiative Documents see: www.erasmi.info/goodpractices



ERASMI

Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion



Good Practice: CFE REFUGEE ENTREPRENEURSHIP NETWORK

Status of information: February 2021

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Co-funded by the
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1. GENERAL INFORMATION

Name of the network	CFE Refugee Entrepreneurship Network
Founding year	2018
Location	Global network based in the United Kingdom
Coordinating Organisation	Centre for Entrepreneurs (CFE)
Degree of formalisation	Soft formal agreements and norms
Members	Practitioners, philanthropic foundations, researchers, academics and investors that actively support refugee entrepreneurship
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training; Other: Specifically, supporting refugees into business and self-employment, including for commercial and social businesses
Target group(s)	Refugees; NGOs; Volunteers; Companies
Type of network	Non-state integration network

2. NETWORK PROFILE

Brief description	<p>The CFE Refugee Entrepreneurship Network (REN) is a global community working to improve the scale and impact of refugee entrepreneurship programmes. It brings together practitioners, philanthropic foundations, researchers, academics, and investors that actively support refugee entrepreneurship. The network pursues the following objectives:</p> <ul style="list-style-type: none"> • building a positive narrative around refugees by highlighting their entrepreneurial capabilities; • accelerating the social integration of refugees in their host communities through business; • economically empowering refugees through entrepreneurship; • equipping global actors (e.g. refugee incubators, governments, IOs, corporates and philanthropists) with the know-how, evidence and resources to support refugees through entrepreneurship. <p>To reach these objectives the network approaches real-time best practice exchange via online collaboration tools, an annual summit, year-round events and workshops, ongoing research revealing the impact of refugee entrepreneurship, and an outreach to policymakers, international actors and the public.</p>
Resources	<ul style="list-style-type: none"> • Funded by various donors
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Network meetings (annual global summits) • Meetings via video telephony (Skype, Zoom) • Instant Messaging (WhatsApp, Slack) • Cloud-based file share platforms and collaboration tools (Dropbox; Google docs; Microsoft 365)
External Communication & Event formats	<ul style="list-style-type: none"> • Externally facing events (congresses and summits) • Website



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Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Regular and instant communication and coordination: have clear topics and moderation circulating amongst members and make sure it's a democratic process • Value, purpose, and strategy alignment: all actors should take enough time upfront to align the vision values and strategies in enough detail upfront • Keep the network informal at the start and then formalize it: make it work without funding and use informal Memorandums of Understanding before shaping formal networks • Fairness and transparency at all times
Challenges & Lessons learnt	/
Evaluation & Sustainability	<ul style="list-style-type: none"> • Investing time into relationships with representatives of other partner organisations • Always have a lookout for the networks and closer partners when thinking of new projects and strategies • Learning from mature, well working network and alliance coordination techniques from other networks that have done it well before
Impact, Innovation & Transferability	<p>The network allows for an exchange of knowledge on the topic of refugee entrepreneurship between many heterogenic actors on a global level. It is thus excellently suited to empower refugees and equipping global actors with the know-how, evidence and resources to support refugees through entrepreneurship.</p>

4. FURTHER INFORMATION

Website, Social Media	Website: https://centreforentrepreneurs.org/networks/refugee-entrepreneurship-network/
E-Mail-Address	reception@eastbelfast.org



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Good Practice: MAGNET NETWORK

Status of information: January 2021

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Co-funded by the
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1. GENERAL INFORMATION

Name of the network	MAGNET Network (Migrant Acceleration for Growth – Network for Entrepreneurship Training)
Founding year	2017
Location	Europe wide, with eight partners from Austria, Germany, Spain, Bulgaria
Coordinating Organisation	University of Danube (Austria)
Degree of formalisation	Formal cooperation agreement
Members	Microfinance Centre; IATAP (Technology & Human Resources Institute); SINGA; DELITELABS; TERN; European University Continued Education Network; VUZF University
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training
Target group(s)	Refugees; NGOs; Volunteers; Companies
Type of network	Project consortium

2. NETWORK PROFILE

Brief description	The MAGNET project and the network based on the project consortium brings together European organizations active in the field of migrant entrepreneurship support as well as interested public and private actors. It aims at building and establishing a European community of organizations and institutions interested in migrant entrepreneurship support. Its purpose is to serve as a platform of exchange, experience sharing and finding collaboration opportunities beyond the actual project.
Resources	EU funding (COSME Programme)
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Video telephony (Zoom etc.) • Instant Messaging (Slack and WhatsApp) • NOTION for wiki / knowledge base building • Google docs, Microsoft 365, Dropbox for collaboration
External Communication & Event formats	<ul style="list-style-type: none"> • Social media (e.g. Facebook) • Newsletter • Homepage • Online Forum • Community meetings



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3. SUCCESS FACTORS AND MAIN CHALLENGES

<p>Success factors</p>	<ul style="list-style-type: none"> • Network has a clear focus (migrant entrepreneurship) and can rely on the experience of public and private institutions from many European countries • Common values, purpose and strategy alignment: When all actors take enough time upfront to align the vision values and strategies in enough detail up front • Informal letter of intent before formal cooperation agreement: Practise of using informal letters of intents to agree on terms in enough detail before having to shape long term formal cooperation agreements • Make it work without funding first: Networks that can start with voluntary collaboration tend to be better than those that can only work and start when they have acquired funding which is often much more opportunistic. This tends to show that people are in it for the right reasons and really committed to develop mutual value add. • Regular communication, instant communication and coordination: Have clear topics and moderation circulating amongst members and make sure it's a democratic process we're different chairs or coordinators get to speak without losing out of sight the wider strategy for the network, which is why it's very important to have a typing it coordinator group from different organisations • Fairness and transparency at all times: Don't force other actors into only progressing in the context of your network. At the same time make sure that you always are fair and transparent about opportunities that intersect with the agreement you have and that could present a conflict of interest. • The very heart of the network is the collaboration between TERN, SINGA and DELITELABS (already cooperating for more than 5 years)
<p>Challenges & Lessons learnt</p>	<ul style="list-style-type: none"> • Project consortia which are just being shaped by different organisations for the sake of acquiring funding together which leads to a lack of strategic alignment and to “confused projects” • Bad attitude and “Trittbrettfahrer”: Network members only acting if they have funding for it or can take advantage of the harder working network members and hiding in the background while acquiring similar funds • Lack of clarity of purpose and strategy for the network



	<ul style="list-style-type: none"> • Lack of efficiency in coordination mechanisms • Lack of “lean startup” thinking that would produce effective pilots. Often networks have an unwieldy project design or collaboration design and are very hard to get off the ground.
Evaluation & Sustainability	<ul style="list-style-type: none"> • EU funding ended in autumn 2020 after three years, but the clear aim of MAGNET is to develop the network based on the project consortium. If it evolves into a new form of network, it should interlock with the other consortia funded under same COSME funding call (four consortia of eight organisations each). For the time being, practitioners and organisations are invited to sign up to the MAGNET network newsletter and Facebook group • Investing time into relationships with representatives of other partner organisations • Always having a look out for their networks and closer partners when thinking of new projects and strategies. • Defining mature, well working network and alliance coordination techniques from other networks that have done it well before • Defining what a network secretariat should do, shaping a work package, finding the right coordinator talent and then acquiring funding to take the networks up a notch in terms of effectiveness and rate / speed of progression • Evaluation is work in progress – the individual organisations have measurement mechanisms, but the network has yet to agree to a common framework for impact measurement and evaluation.
Impact, Innovation & Transferability	MAGNET provides a set of very helpful tools, e.g. an Open Toolkit and a peer-learning program (“Academy”) for practitioners in migrant entrepreneurship support. The project consortium set up a Europe wide network for organisations and institutions interested in migrant entrepreneurship which is accessible to everyone.

4. FURTHER INFORMATION

Website, Social Media	Website: https://migrantacceleration.eu/ Facebook: https://www.facebook.com/MagnetNetworkEU/
E-Mail-Address	m.filipova@euroconsultants.com.gr



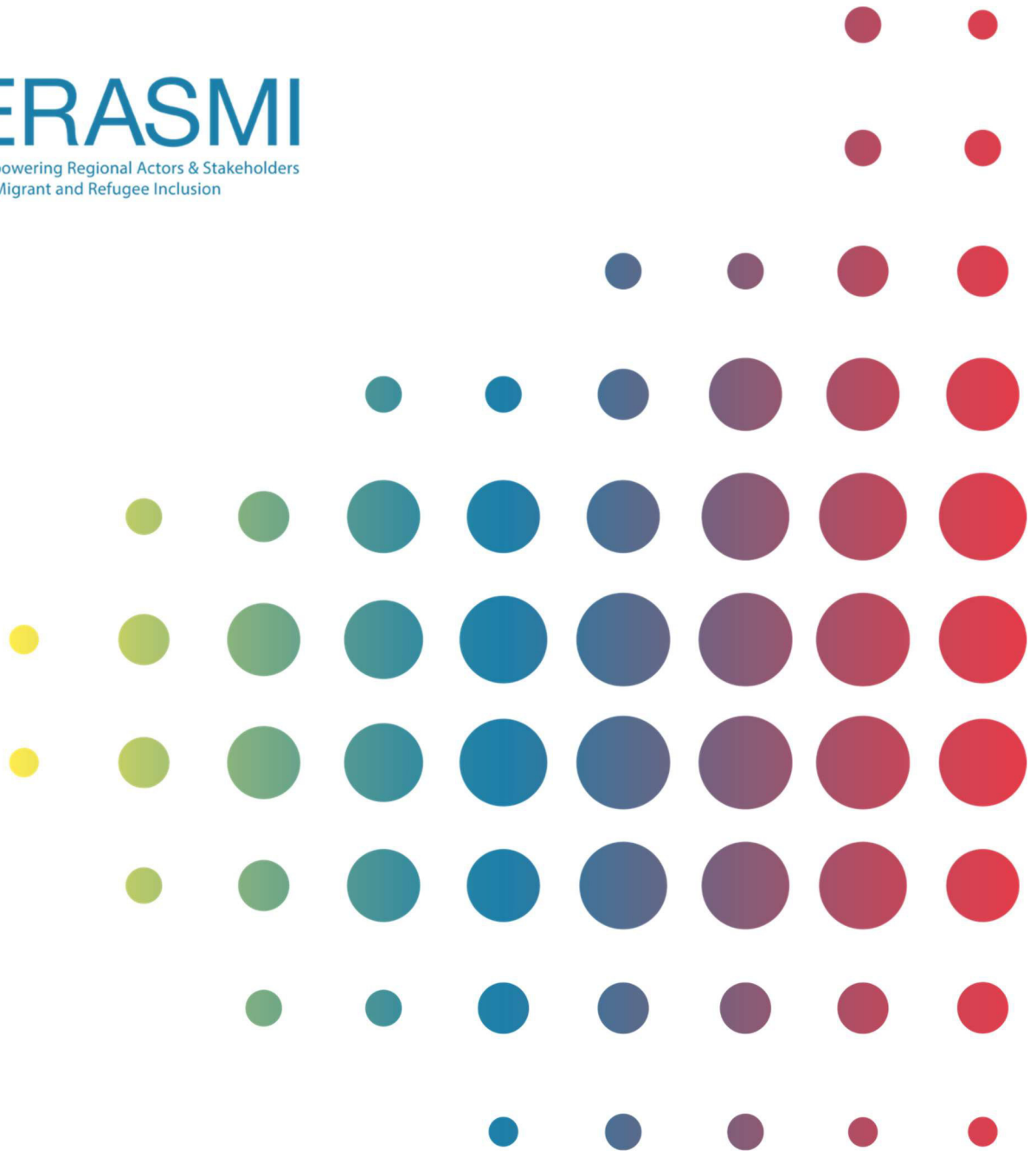
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Good Practice: VOICES OF YOUNG REFUGEES IN EUROPE

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Voices of Young Refugees in Europe (VYRE)
Founding year	2008
Location	Headquarter in Strasbourg, France
Coordinating Organisation	No coordinating organisation
Degree of formalisation	Soft formal agreements and norms (Members sign up to network)
Members	Young refugees, migrants and asylum seekers and member organisations working with these young people
Field(s) of action	Inclusion / Integration in general; Education and training; Advocacy; Participation
Target group(s)	Refugees, Migrants, NGOs, Volunteers
Type of network	Migrant Network

2. NETWORK PROFILE

Brief description	VYRE as an international network created by, with and for young refugees in the effort to unify and strengthen the voices of individual young refugees and refugee organisations in Europe. It is indispensable as many young people with refugee background in Europe face discrimination and very often exclusion when it comes to possibilities for participation in the society. The network is run as an international youth organisation, in which members can share experiences and raise common concerns, acquire new skills and strengthen their capacities, can contribute to a Europe with greater knowledge of the reasons for being a refugee and with greater capacity for building social cohesion with intercultural learning as a base.
Resources	Funding granted by different institutions and grant schemes for various projects, often in partnership with other organisations.
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Social media and various online groups • E-mail • Website • Slack • WhatsApp channels • Study sessions and trainings • Wide range of non-formal education methods • Manuals developed by the Council of Europe Youth Department
External Communication & Event formats	<ul style="list-style-type: none"> • Participation in various events and meetings • Homepage and partner websites • Social media



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3. SUCCESS FACTORS AND MAIN CHALLENGES

<p>Success factors</p>	<ul style="list-style-type: none"> • Work with and for young refugees, they remain the centre of work • Capacity building and building confidence of members is key to success • Supporting members to act as multipliers in their local communities is a key focus • Informal moments and developing positive relationships are central to work both internally and externally • Provide a platform for opportunities and learning for our members • Provide a platform for sharing between various actors, e.g. young refugees, government bodies, youth workers and international organisations.
<p>Challenges & Lessons learnt</p>	<ul style="list-style-type: none"> • Management of the organisation can land on a few key people. The network has had to try to support young people to get more involved. • Attention of young refugees and migrants at events: It can be complicated due to legal status and travel restrictions. Network management tries to support organisations to develop actions at a local level and work with partners to support young people to travel to the events, getting visas etc. Time is key here. • Members have a huge amount going on in their lives with their situations often changing quickly and frequently. Network management tries to keep in touch and remain flexible and adaptable to members' needs.
<p>Evaluation & Sustainability</p>	<ul style="list-style-type: none"> • Evaluations with members and partners • Lots of non-formal education techniques and typically evaluation questionnaires are used • Working on longer term bigger projects currently and trying to develop further the reach • Aiming to get more people involved actively in the strategy and management of the organisation
<p>Impact, Innovation & Transferability</p>	<p>It is a huge support network where friendships and positive relationships developed. They also focus on the young person and supporting them to participate in different arenas and develop their skills and knowledge in the ways that they wish. VYRE training programmes are seen as empowering because people come together at the end of a training programme, develop friendships, share important moments and experiences together, and supporting each other. With their new expertise, they go on to create change in their local communities.</p>



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4. FURTHER INFORMATION

Website, Social Media	Website: www.wearevyre.net/ Facebook: www.facebook.com/WeAreVYRE/
E-Mail-Address	/





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Good Practice:

CARITAS-DIAKONIE-ZORA NETZWERK HALBERSTADT

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Caritas-Diakonie-Zora Netzwerk Halberstadt (no official name)
Founding year	/
Location	Halberstadt / Saxony-Anhalt / Germany
Coordinating Organisation	No coordinating organisation
Degree of formalisation	Soft formal agreements and norms
Members	Three NGOs in the city of Halberstadt: Caritasverband für das Dekanat Halberstadt, Diakonisches Werk im Kirchenkreis Halberstadt e.V., Soziokulturelles Zentrum Zora e.V. in Halberstadt
Field(s) of action	Inclusion / Integration in general; Labour market; Language; Health; Housing; Education and training; Culture and sports
Target group(s)	Migrants; Refugees; Public Administration; NGOs; Volunteers; Companies
Type of network	Informal network

2. NETWORK PROFILE

Brief description	It is an informal cooperation of three NGOs in the city of Halberstadt that are active in the field of integration. The mission of the network is to help migrants and refugees by offering counselling, support and information. Topics such as residence law, money problems and linguistic/social/cultural integration are regularly dealt with. In addition, exchange opportunities are created and a dialogue with the local population is fostered. The overall mission is to facilitate the everyday life of the newcomers with this assistance and to facilitate their integration into society.
Resources	<ul style="list-style-type: none"> • Staff of the three member organisations • Migration counselling of Caritas and Diakonie is financed by federal funds • Zora is financially supported by the city, but also depends on donations for its work
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Network meetings (Open Space) • Working groups • Training events • Symposia • Communication via e-mail and telephone
External Communication & Event formats	<ul style="list-style-type: none"> • Social media channels of the individual members • Through own websites of the individual members • Local press



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Regular exchange of information • Common mission: working towards the same goals • Agreements are mutually respected • Cooperation • Implementation of ideas/projects
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Reaching the target group is sometimes difficult. This can often be seen in projects and/or offers that are launched. • Integration is a lengthy process that is always marked by major obstacles (laws, prejudices of society, language barriers, cultural differences). • Cooperation with authorities, offices and companies is often difficult. A lot of mediation work is needed to find a suitable solution for each side.
Evaluation & Sustainability	<ul style="list-style-type: none"> • Always strive to set up innovative and long-lasting offers • Aim to expand the network to get new input and more possibilities for daily work • Further pieces of training/specialist days/working groups etc., providing the social workers with more knowledge and tools
Impact, Innovation & Transferability	<p>It is a good example of three local integration actors cooperating closely in a rather small town in a rural area. It proves that cooperation can work well even informally (without formal cooperation agreements) and via common projects constantly being developed to give the target groups more opportunities.</p>

4. FURTHER INFORMATION

Website, Social Media	<p>Website Zora: http://www.zora.de/ Website Caritas: https://www.caritas-magdeburg.de/unsere-hilfe-beratung/caritas-vor-ort/dekanate-im-bistum-magdeburg/dekanat-halberstadt/dekanat-halberstadt Website Diakonie: https://www.diakonie-halberstadt.de/startseite.html</p>
E-Mail-Address	/



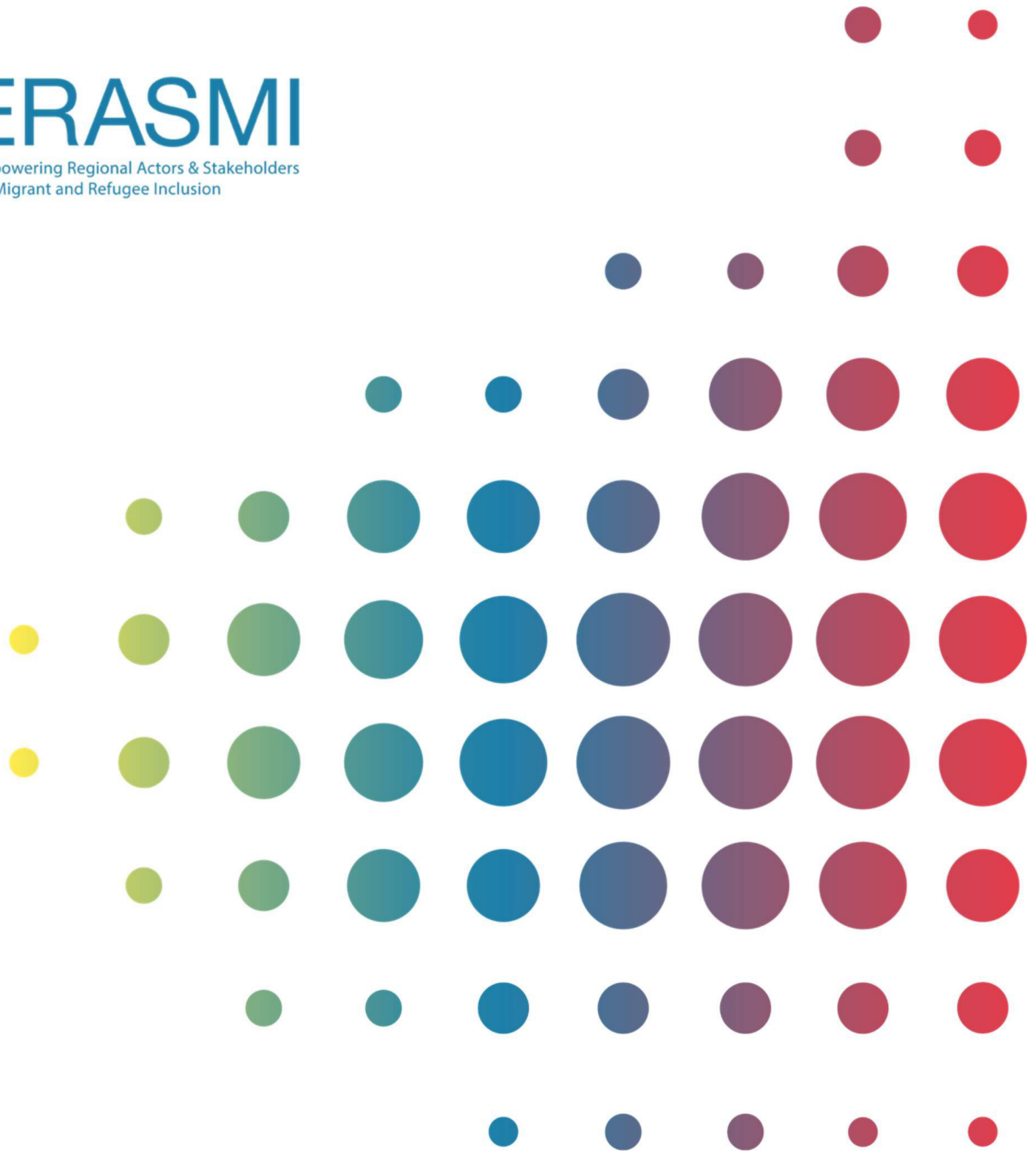
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Good Practice: INTEGRATIONSNETZWERK DORTMUND

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1. GENERAL INFORMATION

Name of the network	Integrationsnetzwerk Dortmund „lokal willkommen“
Founding year	2016
Location	Dortmund / North Rhine-Westphalia / Germany
Coordinating Organisation	The municipal administration of Dortmund / Social welfare office
Degree of formalisation	Formal cooperation agreement
Members	Both city-wide actors and members active locally in individual city districts. This includes a large number of state and non-state actors in areas such as health care, youth welfare, social and educational services, volunteer work, culture and sports.
Field(s) of action	Labour market; Education; Language; Health; Housing; Culture & Sports
Target group(s)	Refugees; Migrants; NGOs; Volunteers
Type of network	State integration network

2. NETWORK PROFILE

Brief description	The state integration network in Dortmund promotes the integration of refugees in the urban society, involving as many committed actors as possible in the integration work. "Lokal willkommen" was launched in 2016, initially as a one-year pilot project and was transferred to regular operation in the following year and successively expanded. The core element of the concept is a decentralized organization: There are so-called "welcome offices" in six city districts that serve as local contact points. The welcome offices provide advice, assistance and information for migrants, volunteers and all interested persons in the neighbourhood. In their function as contact points for stakeholders, they also contribute to the networking of local actors.
Resources	<ul style="list-style-type: none"> • Central coordination and regular financing by the Social Welfare Office of the City of Dortmund • Joint provision of personnel resources in close consultation with a local association of welfare organisations • The "Welcome Offices" are staffed by one municipal employee and one employee of the welfare association
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Regular networking meetings with individual cooperation partners • Monthly intersection meeting of all employees of the regional "welcome offices", with the participation of external experts if necessary



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	<ul style="list-style-type: none"> • “Round tables” organised by the welcome teams in the respective districts with cooperation partners, supporters and interested parties
External Communication & Event formats	<ul style="list-style-type: none"> • Public relations work is carried out through information flyers, a dedicated Internet and Facebook page, reports in print media, and participation in district festivals and international neighbourhood festivals

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Close cooperation between the municipality and local association of welfare organisations enables the bundling of resources and mutual transfer of knowledge between both organisations • Heterogeneous network with direct contact persons, for example, various authorities, doctors, schools and associations and therefore fast and uncomplicated help • Good access to the target group due to the decentralised approach • Successive expansion of the network through active member acquisition • The organisation of activities such as language cafés, German courses, district festivals, community gardens, training courses etc. • Open hours for consultation (12 hours per week) as a low-threshold offer for advice and information Reduction of bureaucratic hurdles • Bringing together those seeking advice and providers of services, e.g. through a database that records both
Challenges & Lessons learnt	<ul style="list-style-type: none"> • At the beginning: Task delimitation at the interface between "locally welcome" and various offices and departments; solution through communication skills and patience • At the beginning: language barriers; solution: refugees with existing language skills worked as volunteer language mediators, in the meantime there are also subsidies for language mediators • Lack of continuity of voluntary offers • Difficult acquisition of volunteers and participants for the volunteer offers
Evaluation & Sustainability	<ul style="list-style-type: none"> • A project-related database enables the statistical evaluation of consultations • Evaluation forms and reports are regularly used for quality assurance • The network pursues different dimensions of sustainability to be integrated into the administrative



	structure in the long term, which corresponds to the desire of the municipality for long-term support of the target groups
Impact, Innovation & Transferability	Especially in large urban areas, the decentralised organisational structure with district welcome offices could be a very suitable approach for integrating migrants and refugees into local urban society because they can be directly approached in the quarter they live (and often also work). In this respect, there is huge potential for transferring the decentralised approach to other large cities. The public visibility of the innovative concept is underlined by multiple awards, for example in the federal competition "Living together hand in hand - Designing communities" in the category "Outstanding strategic activities". In addition, the City of Dortmund was awarded the title of "Europaaktive Kommune in Nordrhein-Westfalen" ("Active European Community in North Rhine-Westphalia") by the State Chancellery of NRW for the "Lokal willkommen" project in 2017.

4. FURTHER INFORMATION

Website, Social Media	Website: Facebook: https://www.facebook.com/lokalwillkommen/
E-Mail-Address	nfarshi@stadtdo.de



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Good Practice IQ NETZWERK SACHSEN-ANHALT

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	IQ Netzwerk Sachsen-Anhalt
Founding year	2012
Location	Saxony-Anhalt / Germany
Coordinating Organisation	Caritasverband für das Bistum Magdeburg e.V.
Degree of formalisation	Formal cooperation agreement
Members	Business enterprises; Social and welfare organisations; Migrant organisations; Educational institutions
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training
Target group(s)	Migrants; Refugees; Public Administration; NGOs; Companies
Type of network	Non-state integration network

2. NETWORK PROFILE

Brief description	<p>The IQ Network Saxony-Anhalt provides counselling on the recognition of foreign educational qualifications, on the rights and duties of employees, and on obligations of employees. The general aim of the network consisting of various service points and central actors in labour market integration is to develop the potential of migrants and reduce discrimination, to accompany and support the successful integration of people with a migration background into the labour market. The network is based on the national government's nationwide support programme "Integration through Qualification", in the course of which regional networks were created in all federal states.</p>
Resources	<ul style="list-style-type: none"> • Project funding (federal funding via ESF) • Circa 60 employees
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Network meetings • Project management meetings • Annual closed meeting • E-mail • Expert conferences • Platform: virtual advisor forum and extranet • Used techniques: facilitated discussions, Fishbowl, World Café, dyad work, workshops in small groups
External Communication & Event formats	<ul style="list-style-type: none"> • Regional print media • Social media for a targeted audience: Twitter: politics and business Facebook: migrants Instagram: interested audience from all sectors • Website for own specialist information dissemination



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Alignment of the vision(s) at the strategic and operational levels • Fast communication • Professional change management • Systemic approach to organisational development • Investment in building and transforming work culture with digital work tools (e.g. use of virtual consultant forum) • Implementation of social media in public relations work
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Restructuring work organisation under the increasing acceleration of information and task consolidation • Bringing all employees along in the digital change processes • Securing the financial basis under the uncertainty of project funding and retaining employees under these conditions • Looming shortage of skilled workers
Evaluation & Sustainability	<ul style="list-style-type: none"> • Quantitative measurement: permanent monitoring of the number of case consultations • Qualitative measurement: Quality standards in the individual areas as well as their permanent review; Opportunity for feedback through a qualitative questionnaire on the website; Measurement of click and follower numbers on website and Facebook • Thinking along and transferring offers into regular financing or as purchase offers for specific target groups (e.g. companies)
Impact, Innovation & Transferability	<p>The IQ Networks in the German federal states are unique in their position at the interface of work, integration, diversity, intercultural opening and securing skilled workers. The general approach and the connectedness to other regional actors could be adapted in other countries as well.</p>

4. FURTHER INFORMATION

Website, Social Media	<p>Website: https://www.sachsen-anhalt.netzwerk-iq.de/startseite/ Facebook: https://www.facebook.com/IQNetzwerkSachsenAnhalt/ Twitter: https://twitter.com/IQSachsenAnhalt Instagram: https://www.instagram.com/humans_of_saxony_anhalt/ YouTube: https://www.youtube.com/channel/UCLg5WypfzZZvyRSHWCCvVA</p>
E-Mail-Address	kontakt@iqsachsenanhalt.de



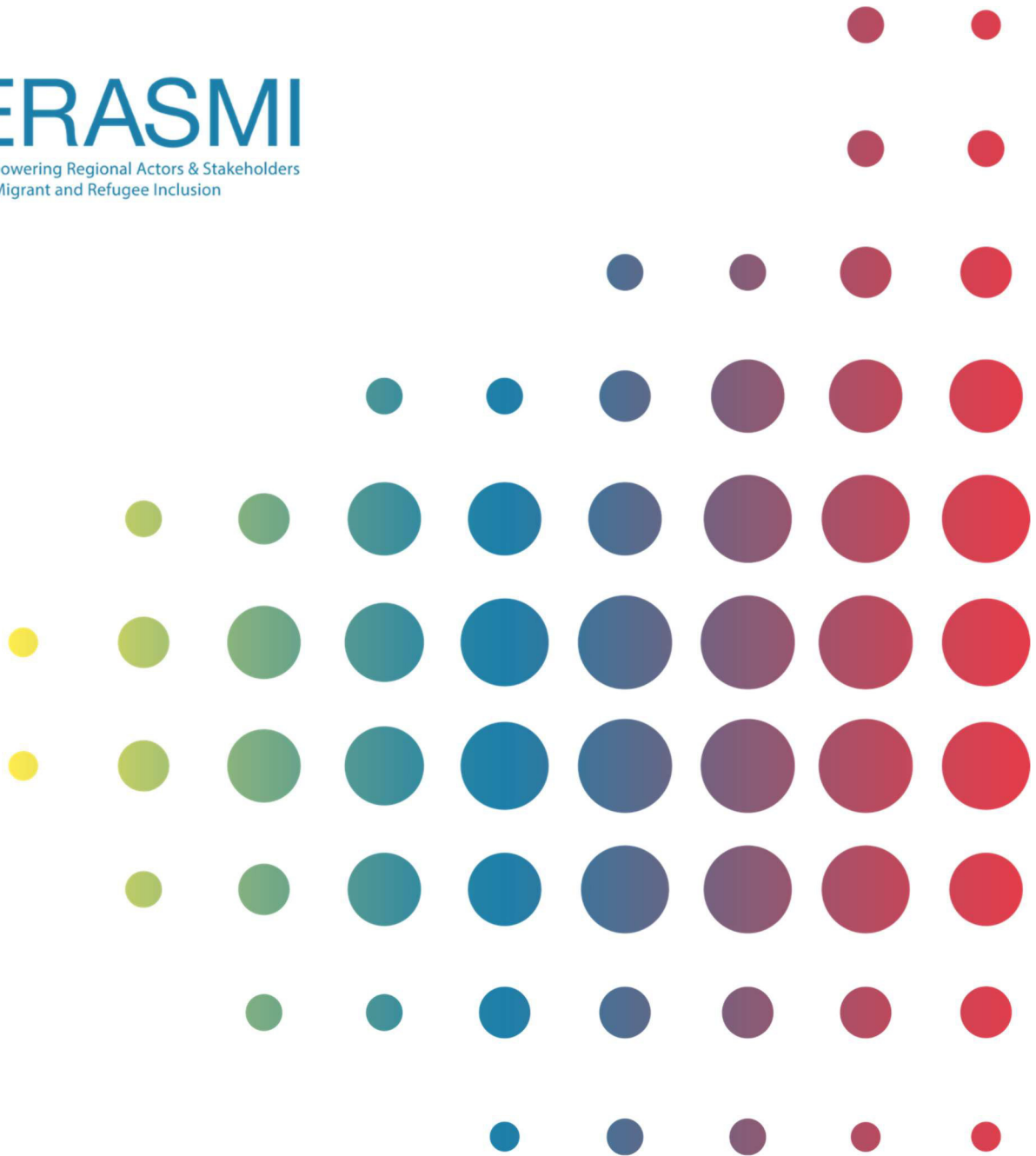
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Good Practice: MIGRANTINNEN NETZWERK BAYERN

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1. GENERAL INFORMATION

Name of the network	Migrantinnen Netzwerk Bayern
Founding year	2013
Location	Augsburg / Bavaria / Germany
Coordinating Organisation	Migrantinnen-Netzwerk Bayern e.V.
Degree of formalisation	Formal Association
Members	Natural Persons (Female Migrants)
Field(s) of action	Legal, political and social equality of migrant women, political representation of interests and self-representation, promotion of participation etc.
Target group(s)	Female Migrants
Type of network	Association (Bavaria) with regional Working Groups

2. NETWORK PROFILE

Brief description	<p>Over 100 women with a history of migration from all over Bavaria founded the Migrant Women's Network Bavaria in June 2013. The network was thus the first association of women migrants at state level in Germany. The Migrant Women's Network Bavaria is non-political, non-denominational, cross-national and independent and is based on an initiative of the Arbeitsgemeinschaft der Ausländer-, Migranten- und Integrationsbeiräte Bayerns (AGABY) and IN VIA KOFIZA Landesstelle Bayern. The aim of the network is the self-representation of the interests of migrant women in Bavaria in politics and the public sphere and the exchange of experience and information in local and national networks. The association is active throughout Bavaria and represented by local working groups in over 30 regions/cities throughout the state.</p> <p>The association has two main objectives:</p> <ol style="list-style-type: none"> 1. To implement regional education programmes: <ul style="list-style-type: none"> - Empowerment, conveying self-confidence and positive role models, motivation to actively participate in regional society (e.g. voluntary work, internships, etc.) - Typical areas of support are: <ul style="list-style-type: none"> - Education - Housing law - Labour Law - Arranging contacts - Placement of jobs and internships 2. Making your voice heard in politics and society <p>The association gives a diverse target group a common and important voice. In this way, common central messages can be conveyed that have not been heard before.</p>
Resources	<ul style="list-style-type: none"> • Membership fees



	<ul style="list-style-type: none"> • Voluntary commitment • Supporting members / Donations • Collaboration in funded projects (occasionally) • Until 2018 Part of the IQ Program “Integration through Qualification – IQ”
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Extensive e-mail distribution lists ensure that information can be distributed to the regional working groups and members in a targeted manner and within a short time. • Regional local groups organise themselves and implement their own regional projects and initiatives, supported by the network. • Working Group Meetings • The association provides the regional working groups with information on current projects, initiatives, applications etc. in order to guarantee the most competent support for migrant women at regional level. • Consulting activities with/for migrant women • Annual symposia (last in 2019) • Quarterly Membership Meetings
External Communication & Event formats	<ul style="list-style-type: none"> • Website • Social Media Communication • Press releases • Newsletter

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Help from the target group for the target group itself: Migrant women help migrant women - they thus understand the problems and needs of the target group from their own experience. In this way the offer can be adapted to the actual needs and the contact hurdles are low-threshold. • Diversity of origin: no limitation to certain home countries • Regionality tailored to specific needs: Diversity of Regions. The network has more than 30 working groups and is therefore able to disseminate information quickly and widely - but can also quickly take in a clear picture of the situation in the entire federal state • Good networks in politics and administration at both state and local level give migrant women a voice and visibility not previously existing • Regional networking ensures very good contact with the target group
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Regional differences in involvement



	<ul style="list-style-type: none"> • Volunteer / Voluntary work alongside your job (resources / manpower) • Financing partly through projects (brain drain) • Corona as a very specific challenge: Female migrants are particularly poorly networked digitally. Contact with the target group and the provision of information (which was particularly important at the time) could hardly be implemented at regional level. Association work was also particularly difficult during this period. • As an association without permanent staff, resources are limited - moreover, the association is not eligible for certain support programmes due to its structure
Evaluation & Sustainability	Sustainability is ensured by association structures. Success is measurable on several levels. It is reflected, for example, in membership development and in the commitment of the association members. Of course, the commitment and success is different in the respective regions.
Impact, Innovation & Transferability	The association gives female migrants in Bavaria a common, widely visible and audible voice. The problems and needs of the target group thus become visible on a social, political and administrative level. In this form, the association has played a pioneering role in Germany. Through intensive networking with numerous initiatives and projects, the association also strengthens their impact. Transferability within Bavaria simple by using the resources of the association (statutes etc.) to form regional working groups.

4. FURTHER INFORMATION

Website, Social Media	Website: www.migrantinnen-bayern.de
E-Mail-Address	sadija.klepo@migrantinnen-bayern.de



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Good Practice: NETZWERK FÜR INTEGRATION ERFURT

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1. GENERAL INFORMATION

Name of the network	Netzwerk für Integration der Landeshauptstadt Erfurt
Founding year	2004
Location	Erfurt / Thuringia / Germany
Coordinating Organisation	Internationaler Bund - IB Mitte gGmbH (a social NGO) on behalf of the city of Erfurt
Degree of formalisation	Formal cooperation agreement
Members	Circa 80; represented are amongst others administrative bodies, associations, institutions, migrant organisations
Field(s) of action	Inclusion / Integration in general
Target group(s)	Public administration; NGOs; Volunteers; Companies; Training providers etc.
Type of network	State-integration network

2. NETWORK PROFILE

Brief description	<p>Since 1999, the “Netzwerk für Integration der Landeshauptstadt Erfurt” serves as an association of migrants, public bodies, welfare agencies as well as other organisations, institutions and individuals involved in the integration of migrants in the city of Erfurt. Specific objectives are the interconnectedness of local offers, the creation of complex practical and demand-oriented integration assistance, the promotion of self-help forces among migrants and the strengthening of the local population’s readiness to receive and accept migrants and newcomers. The network is located at and cooperates closely with the Centre for Integration and Migration (ZIM) of the city of Erfurt, which is an advisory and cultural centre with multicultural offers for migrants and locals</p>
Resources	<ul style="list-style-type: none"> • Use of rooms, materials and infrastructure of the Centre for Integration and Migration (ZIM) of the City of Erfurt • One network coordinator financed by the City of Erfurt • Special expenses in coordination with the ZIM
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Network meetings for all members (5x per year) with topic-specific panels, lectures, discussion groups, network café with information tables • Thematic meetings of the 8 working groups (2-6 meetings per year) • Two-monthly calendar of events • Regularly updated homepage
External Communication & Event formats	<ul style="list-style-type: none"> • Specific member management, which includes the organisation of network conferences with topic-specific panels, lectures and network café • Monthly info mail



	<ul style="list-style-type: none"> • Two-monthly calendar of events • The offering of further training and events on the topic of integration as required
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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Regular exchange of experience and open discussion culture among members • Exchange in the working groups is oriented towards concrete projects and goals • Appreciation of the network by federal authorities that regularly attend conferences • Clear and well-structured information flow • The members' realisation that they can mutually benefit from the experience and expertise of other members • The network is flexible and has a high willingness to change
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Competitive behaviour (e.g. among language course providers) • Partial loss of information (due to a lack of a uniform communication platform and a high fluctuation of members and staff) • Lack of input from volunteers and migrants
Evaluation & Sustainability	<ul style="list-style-type: none"> • Regular surveys among members and adjustments in the network based on the results • Annual report, which forms the basis for next year's target figures
Impact, Innovation & Transferability	<p>The network has been successfully functioning as a link between the city and local actors for more than two decades and has expanded in the wake of the sudden increase in refugee migration in 2015 and 2016. The model of coordination by an NGO on behalf of the city is innovative and could be applied in this way in other municipalities.</p>

4. FURTHER INFORMATION

Website, Social Media	Website: www.integration-migration-thueringen.de/netzwerk
E-Mail-Address	netzwerk@integration-migration-thueringen.de



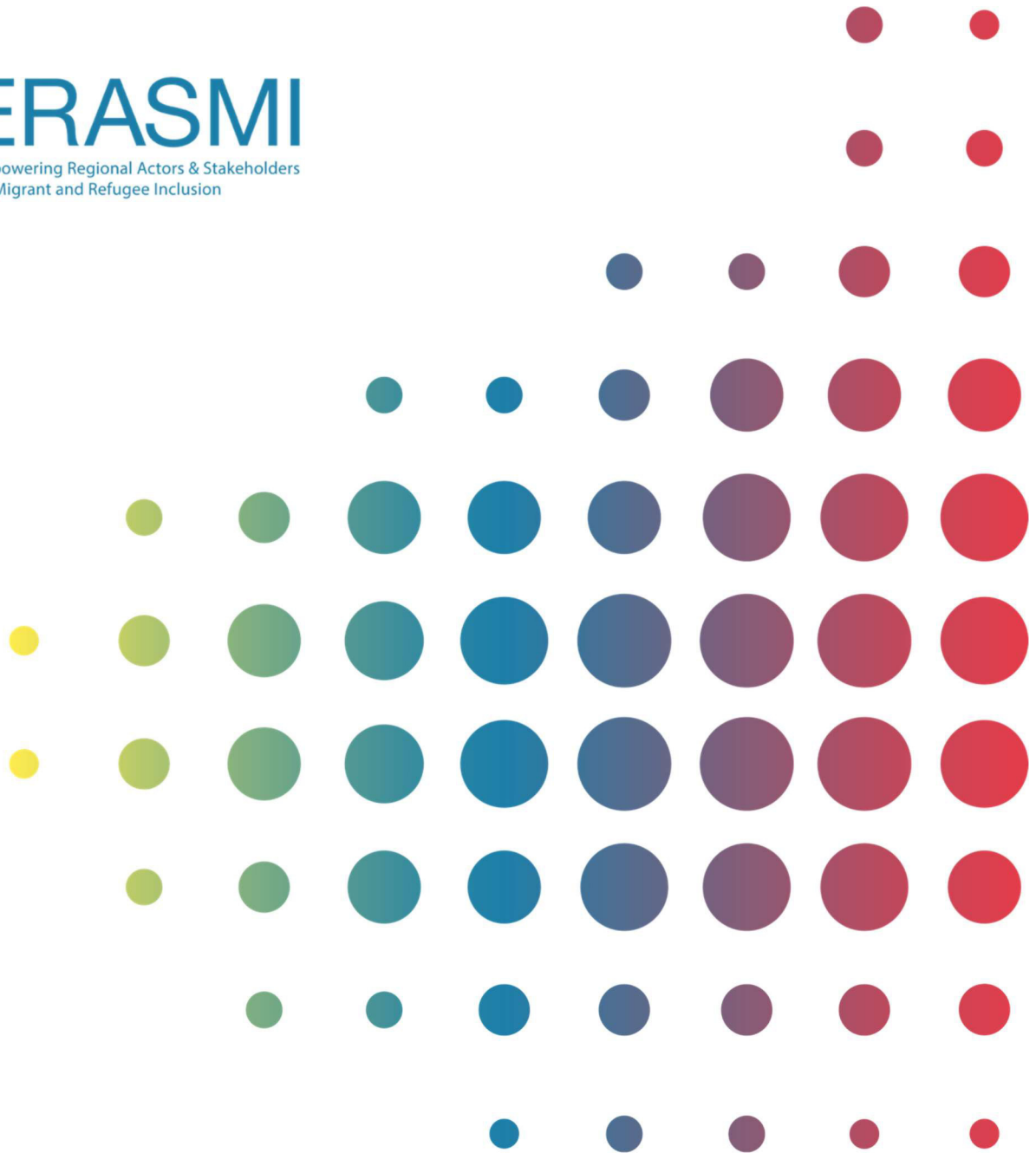
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Good Practice: NEWCOMERS NETWORK HARZ

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Newcomers Network Harz
Founding year	2015
Location	Wernigerode / Saxony-Anhalt / Germany
Coordinating Organisation	No coordinating organisation
Degree of formalisation	Informal
Members	Over 100 people from more than 25 different nations from all continents, including Germany.
Field(s) of action	Language; Housing; Culture and sports; Cultivating one's own culture
Target group(s)	Migrants
Type of network	Migrant network

2. NETWORK PROFILE

Brief description	The Newcomers Network offers a meeting place for newcomers in the Harz region. It is a platform where migrants can cultivate and show their own culture and can get in touch with the newcomers and locals of the region without the constraints or obligations of a formal association.
Resources	<ul style="list-style-type: none"> • Donations (corporate or private) to cover the costs of using the location • Meetings are organised by the coordinator and everyone who comes to the meetings brings a little something for the international buffet and helps to decorate the room according to the theme or motto
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Instant messaging (WhatsApp group) • Facebook private group • Lectures • Discussion rounds • Socialising: Shared meals, dancing, karaoke in different languages, visits to restaurants • Participation in external activities
External Communication & Event formats	<ul style="list-style-type: none"> • As it is a private group, there is no public relations work • Every year, two external events organised by an association are supported • There have been a few reports about the network in a regional newspaper



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Low-threshold meeting place: Networking between migrants and local people; many personal relationships have developed • Exchange of experiences as migrants in order to better understand German culture • Offering valuable support with administrative procedures, finding work, housing, and leisure activities • Offers the possibility to further cultivate the mother tongue/culture
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Cultural diversity and intercultural communication: having representatives from more than 25 nations • Including locals: That the locals regularly come to the meetings (every time at least 20% of the participants are German) • That the people who have been part of the network since 2015 act as "pilots" (there is a hard core that voluntarily and "unconsciously" fulfils this task).
Evaluation & Sustainability	<ul style="list-style-type: none"> • For each meeting: Group pictures and a list of all the countries that were represented. This motivates one or the other who could not be there to come the next time. • Trying to encourage all members to identify, approach and integrate all newcomers into the network • Attempt to extend the network: regularly contact teachers of German as a foreign language and ask them to pass on the invitations in their group.
Impact, Innovation & Transferability	<p>It is a good example of an informal migrant network at grassroot level in a very rural area with a rather low number of migrants. Migrants get valuable contacts for work, housing and participation in local society. Newcomers are both strengthened in cultivating their own language and culture and learning about German language and local society in the Harz region. Besides, it is a meeting place for newcomers and locals with and without migration background.</p>

4. FURTHER INFORMATION

Website, Social Media	/
E-Mail-Address	/



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Good Practice: NARRATIVE 4 GIRL'S STORIES

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Narrative 4 Girl's Stories
Founding year	2017
Location	Limerick City / Munster/ Ireland
Coordinating Organisation	Narrative 4 Ireland
Degree of formalisation	Soft formal agreements and norms
Members	Migrant females aged 13 to 19 years living in Limerick City
Field(s) of action	Inclusion / Integration in general; Culture and sports
Target group(s)	Migrants
Type of network	Informal Group

2. NETWORK PROFILE

Brief description	The Girls Stories project is an afterschool meeting place for young adolescent migrant females new to Limerick city. The girls come from diverse cultural backgrounds from Syria, Afghanistan, Saudi Arabia, Pakistan, Malaysia, Croatia and Latvia. Fundamental to the success of the project is the concept of a safe space. The girls get an opportunity to practice their spoken and written English. They also get an opportunity to explore a variety of different art materials for example, clay, paint, print-making and art installations. The project aims to facilitate social and emotional integration and cohesion while contributing to their developmental identities and forging new and exciting narratives within a changing world.
Resources	<ul style="list-style-type: none"> • Department of Justice Communities Integration Fund • Contributions in Kind
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Instant Messaging (WhatsApp) • E-mail • Most information is shared face to face • Used techniques: story exchange, circle practices
External Communication & Event formats	<ul style="list-style-type: none"> • Annual public exhibition of artworks produced by the members • Social Media (Twitter, Facebook) • Leaflet with the works of the participants.

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Members choose the theme/ work they want to do as a group • Low membership barriers: Members are free to miss sessions if they want • Involving the target group: Snacks, beverages and Bus fare to participants that need it is provided
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Challenges & Lessons learnt	<ul style="list-style-type: none"> • Participants face many challenges. Network /project is a safe space beyond this. We met some challenges such as participants were hungry before workshops etc. We now provide food/bus fares. • Reaching out to the target group: It took a long time to build up trust with the community. The network met parents and sought advice from Doras Lumni, a migrant's rights organization based in city
Evaluation & Sustainability	<ul style="list-style-type: none"> • Surveys: The network measures the improvement of the members regarding wellbeing, language skills, art skills and self-expression skills
Impact, Innovation & Transferability	The approach of story exchange and developing an own new narrative is innovative and can be easily transferred. It seems especially important for niche target groups as female migrants.

4. FURTHER INFORMATION

Website, Social Media	Website: http://narrative4.ie/girls-stories-2/ Facebook: https://www.facebook.com/narrative4ireland/?hc_ref=ARSQ2yRBFQmMbJal-kU08nTOja01AGc7tE6CuC79YHpVayn_oNYrcEDnJpPqvmBnxRw&fref=nf&__tn__=kC-R
E-Mail-Address	/



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Good Practice: NEW COMMUNITIES PARTNERSHIP (NCP)

Status of information: December 2020

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1. GENERAL INFORMATION

Name of the network	New Communities Partnership (NCP)
Founding year	2003
Location	Two offices in Dublin, Ireland, and another one in Cork, Ireland
Coordinating Organisation	New Communities Partnership
Degree of formalisation	Formal Agreement (NCP is a registered charity)
Members	More than 150 migrant- and ethnic minority-led organisations in Ireland
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training; Language; Naturalisation process
Target group(s)	Refugees; Migrants; Ethnic Minorities
Type of network	Migrant Network

2. NETWORK PROFILE

Brief description	<p>New Communities Network (NCP) is a national umbrella network of migrant led groups in Ireland. The mission of NCP is to be an effective network, representing and empowering ethnic minority-led organisations at all levels, in order to influence positive change in policies that impact on their lives. The network is working towards an intercultural and inclusive Irish society where immigrant groups are achieving equality in economic, social, political and cultural aspects of Irish life. Their aim is to ensure representation and participation of ethnic minorities at all levels in Irish society in order to influence positive change and inform policies that impact on migrants' lives. Main strategic goals are:</p> <ul style="list-style-type: none"> - Deliver targeted training that enhances the delivery of better services to people from migrant communities in Ireland and to promote cultural understanding in Irish society. - Promote and sustain effective economic participation, integration, and social inclusion initiatives for migrant communities at local, regional and national levels. - Promote awareness of, improve access to, and provide and create bespoke services for migrants in the local community in Ireland.
Resources	<ul style="list-style-type: none"> • NCP runs six different projects or services, and they are all differently funded by Government initiatives (Department of Justice and Equality, European Social Fund, Tusla, etc.).
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Social media (Facebook, Twitter, etc.) • E-mails, telephone calls, Zoom meetings, etc. to keep in touch with members



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External Communication & Event formats	<ul style="list-style-type: none"> • NCP holds an Intercultural Family Day annually, offering a space for families and members to come together • Participation in events or initiatives hold by other organisations
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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Provide a service which is really needed in the communities • Wide network and national reach • Proficient in digital communications • Direct impact on vulnerable groups of migrants, e.g. migrant women • Working with companies to hire migrant women, e.g. training 30 companies to take on people
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Applying for funding is considered challenging, but they have experienced staff • Trying to find work for refugees can be challenging, but NCP helps to train businesses and HR companies • Irish Labour Migration Policy, but things have changed slightly over the years towards a little more inclusive approach
Evaluation & Sustainability	<ul style="list-style-type: none"> • NCP collects success stories about supported migrants.
Impact, Innovation & Transferability	<p>NCP is run by people who have migrant backgrounds themselves and know the issues faced by migrants coming to Ireland. The structure as an umbrella organisation for migrant-self organisations which fosters migrant-self representation can serve as an example for other countries. The (support) projects and services implemented by the network are innovative and have a high potential for transferability as well (see https://www.newcommunities.ie/services/).</p>

4. FURTHER INFORMATION

Website, Social Media	https://www.newcommunities.ie/ https://twitter.com/new_communities https://www.facebook.com/newcommunities/ https://www.youtube.com/channel/UC7vsyr2nKIZ9H3TP9zvqnnA
E-Mail-Address	info@newcommunities.ie





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Good Practice: ROSCOMMON REFUGEE RESETTLEMENT PROGRAMME

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Roscommon Refugee Resettlement Programme
Founding year	2019
Location	Roscommon County / Ireland
Coordinating Organisation	Roscommon County Council
Degree of formalisation	Soft formal agreements and norms
Members	Authorities; Volunteers; Educational institutions; NGOs
Field(s) of action	Inclusion / Integration in general; Education and training; Language; Healthcare; Housing
Target group(s)	Refugees; Public Administrations; NGOs
Type of network	State integration network

2. NETWORK PROFILE

Brief description	The network provides support to Syrian families resettled under UNHCR Programmes throughout the county of Roscommon. It consists of various agencies and organisations who work collectively to ensure integration of refugees under this programme into their new communities. The aim of the network is to increase their proficiency in English, reduce social isolation, encourage independence through education and upskilling as well as to help them to be acknowledged for who they are rather than being stereotyped by status or ethnicity.
Resources	<ul style="list-style-type: none"> Funded by the EU (AMIF) and the Irish government
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> Network meetings E-mails Video telephony
External Communication & Event formats	<ul style="list-style-type: none"> Social media Print media



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none">• Collaboration• Joint thinking• Pooling of resources• Use of synergies• Organised approach• Agreed action planning• Sustainability workshops
Challenges & Lessons learnt	<ul style="list-style-type: none">• Indefinite sources of funding is always a challenge and the network is constantly seeking to acquire additional funding to extend resources to more existing and emerging resettlement cases.
Evaluation & Sustainability	<ul style="list-style-type: none">• Network sets key success factors and evaluates them by a blended mix of summative and formative techniques. The key success factors are achieved through collective goal setting, quality management and monitoring.
Impact, Innovation & Transferability	Its a local bottom-up approach, tailored specifically to the geographical area of Roscommon. The joint up approach allows synergy to exist and avoids duplication of efforts.

4. FURTHER INFORMATION

Website, Social Media	Website: www.rosleaderpartnership.ie/
E-Mail-Address	reception@ridc.ie



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Good Practice: SLIGO GLOBAL KITCHEN

Status of information: December 2020

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1. GENERAL INFORMATION

Name of the network	Sligo Global Kitchen
Founding year	2014
Location	Sligo / County Sligo / Ireland
Coordinating Organisation	An individual volunteer
Degree of formalisation	Some formal and some informal agreements (depending on the event)
Members	Locals of Sligo; Migrants; Refugees (especially asylum seekers)
Field(s) of action	Inclusion / Integration in general; Education and training
Target group(s)	Refugees; Migrants; Volunteers
Type of network	Informal Group

2. NETWORK PROFILE

Brief description	<p>The vision and mission of Sligo Global Kitchen is to integrate asylum seekers into local society and connect them with members of the community of Sligo by cooking together and sharing the love of good food. In housing facilities for asylum seekers usually no cooking facilities are provided. Therefore, Sligo Global Kitchen encourages all asylum seekers to participate in cooking events hosted by an informal group of various locals of Sligo and asylum seekers of different nationalities. At each event representatives of at least two countries cook food from their home countries. At the end of the first year, they shared in flavours from 11 countries. By the second year, they had flavours from 15 countries and till date they have shared in recipes from over 15 countries including countries of people who are not asylum seekers themselves but love and support the Idea. A country and a theme are chosen for each event, e.g. "The Cameroonian Story". It is tried to match it to the country's independence month to give the people from that country a platform to celebrate, though far away from home.</p>
Resources	<ul style="list-style-type: none"> • The network has been supported in various ways by different local organisation • Generous donations from everyone who share in the table at every siting • Free mentorship on community structuring has been offered by the Sligo community
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Network meetings • Video telephony (Zoom) • Instant messaging (WhatsApp) • E-mails
External Communication & Event formats	<ul style="list-style-type: none"> • Social media (Facebook, Twitter and Instagram to spread the word of their events)



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	<ul style="list-style-type: none"> • Local media • Collect feedback from each event by email
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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Cooking as a low-threshold opportunity to bring together and network locals and asylum seekers • A lot of support by local organisations and the local community in Sligo • Trained members and being able to get funding to train members, as a result more than half of the members work in local restaurants • Members from all parts of the community of Sligo coming to the events
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Not having all the skills necessary to expand the project and make it formal • Restrictive migration law is a challenge regarding what asylum seekers could do as they are only allowed to work on the project if they already have their residency • High turnover, constantly training new people
Evaluation & Sustainability	<ul style="list-style-type: none"> • Feedback is collected from each event by mail • Although the network is recognised on a national level (e.g. by being awarded the Irish Food Writers Guild award in 2018), the future is uncertain. The network is voluntary and funded by donations, so it is hard to sustain.
Impact, Innovation & Transferability	<p>The specific target group is catered by this approach: the migrants that come to the country under such circumstances that make it extremely hard to integrate and make it illegal to work. This group has more specific problems such as living in housing solution where they share space and have no option to cook their own meals. This project is an example how to address a specific problem of a niche target group of migrant community in an innovative way, while including multiple stakeholders from the local community and beyond in a low-threshold manner. Sligo Global Kitchen works well with integrating asylum seekers with society. It is attractive to new people and members as it gives them an opportunity to cook. This model can be easily replicated and used for similar or different target groups. It has proven to be popular with local community and the inclusive and action directed method makes it appreciated by the target group.</p>



4. FURTHER INFORMATION

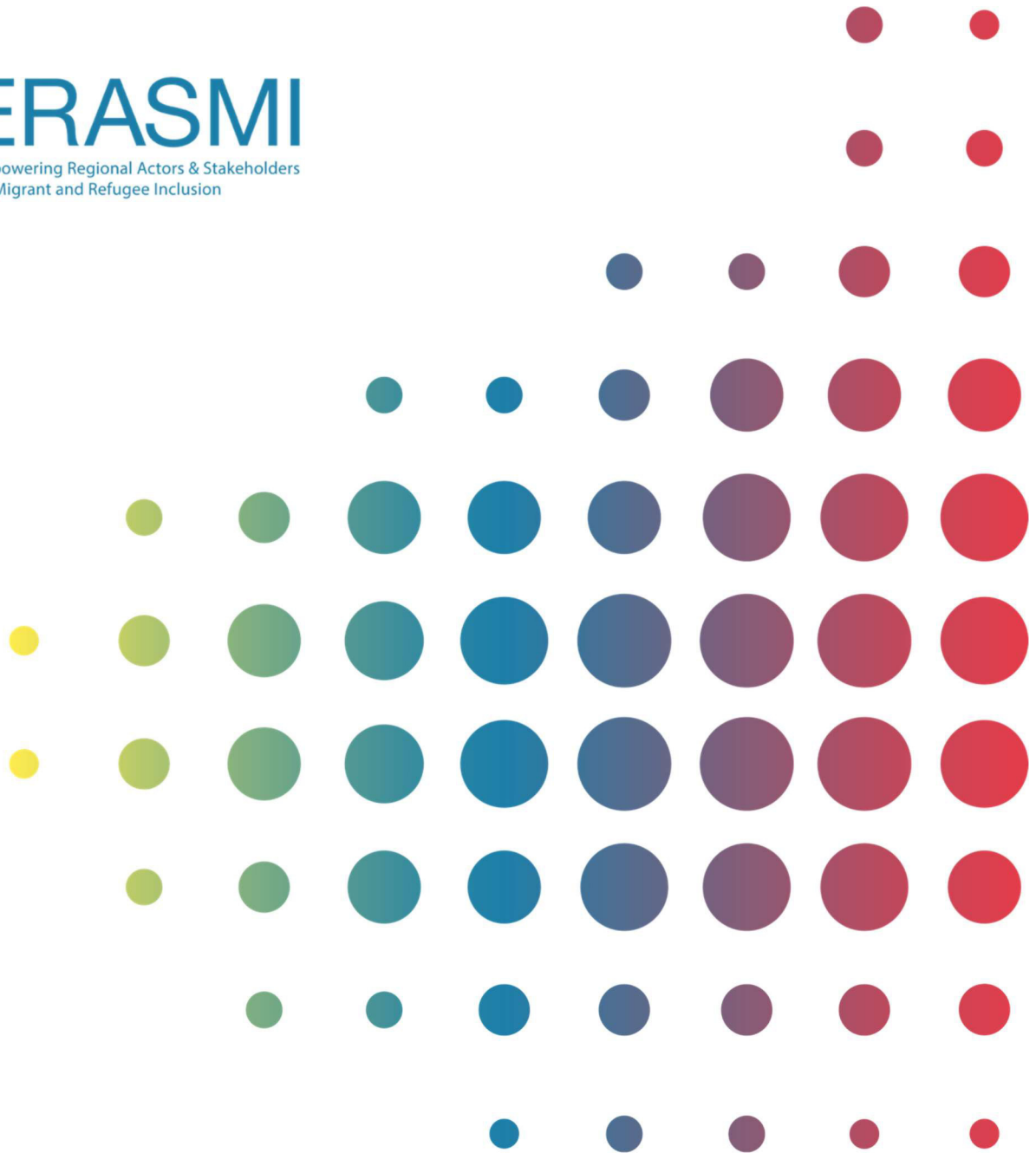
Homepage, Social Media	Further information: https://sligohub.com/sligo-global-kitchen-2/ Facebook: https://www.facebook.com/foodsies/
E-Mail-Address	/





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Good Practice: SLIGO INTERCULTURAL PROJECT

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Sligo Intercultural Project
Founding year	2013
Location	Sligo / County Sligo / Ireland
Coordinating Organisation	Sligo Family Resource Centre
Degree of formalisation	Informal network
Members	Migrants; Refugees; Volunteers
Field(s) of action	Inclusion / Integration in general; Education and training
Target group(s)	Refugees; Migrants; Volunteers
Type of network	Informal Group

2. NETWORK PROFILE

Brief description	The Sligo Intercultural Project network is an informal network made up of migrants living in Sligo and of members of the Sligo Family Resource Centre, in which the Sligo Intercultural Project is based. The network aims to be a voice for minorities living in Sligo. They believe that migrants themselves can best advocate for their concerns. The network provides general information about Sligo in particular and about Ireland in general, advice on integration issues, information on rights and entitlements. It supports individuals with different issues related to education, housing, social welfare, racism and others. The network also organizes cultural events and provides cultural awareness training
Resources	<ul style="list-style-type: none"> • Currently funded by the Department of Justice and Health Ireland, but the network has to look for funding every year
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Facebook • Instant messaging (WhatsApp) • E-mails
External Communication & Event formats	<ul style="list-style-type: none"> • Social media • Local media



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Financial support and thus an employee • High visibility and reputation • Good location • Use of synergies with other projects in the Sligo Family Resource Centre
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Network struggles with funding, it is perceived as very difficult and time-consuming to try to get it • The project structure is perceived as challenging
Evaluation & Sustainability	<ul style="list-style-type: none"> • They look at the participant numbers that they have at each event and the fact that people keep coming back and telling their friends and family about it. • The network is continually looking for funding from various sources. They have a lot of plans for the people and future activities, such as a workshop for woman and sexual health, visiting an outdoor gym and trying other new and creative things.
Impact, Innovation & Transferability	<p>The network is a local bottom-up approach that is open to everyone. The rather informal approach of the network and the activities can be easily transferred and adapted to the needs of other migrant groups.</p>

4. FURTHER INFORMATION

Website, Social Media	Website: https://sligofamilyresourcecentre.org/
E-Mail-Address	managersligofrc@gmail.com



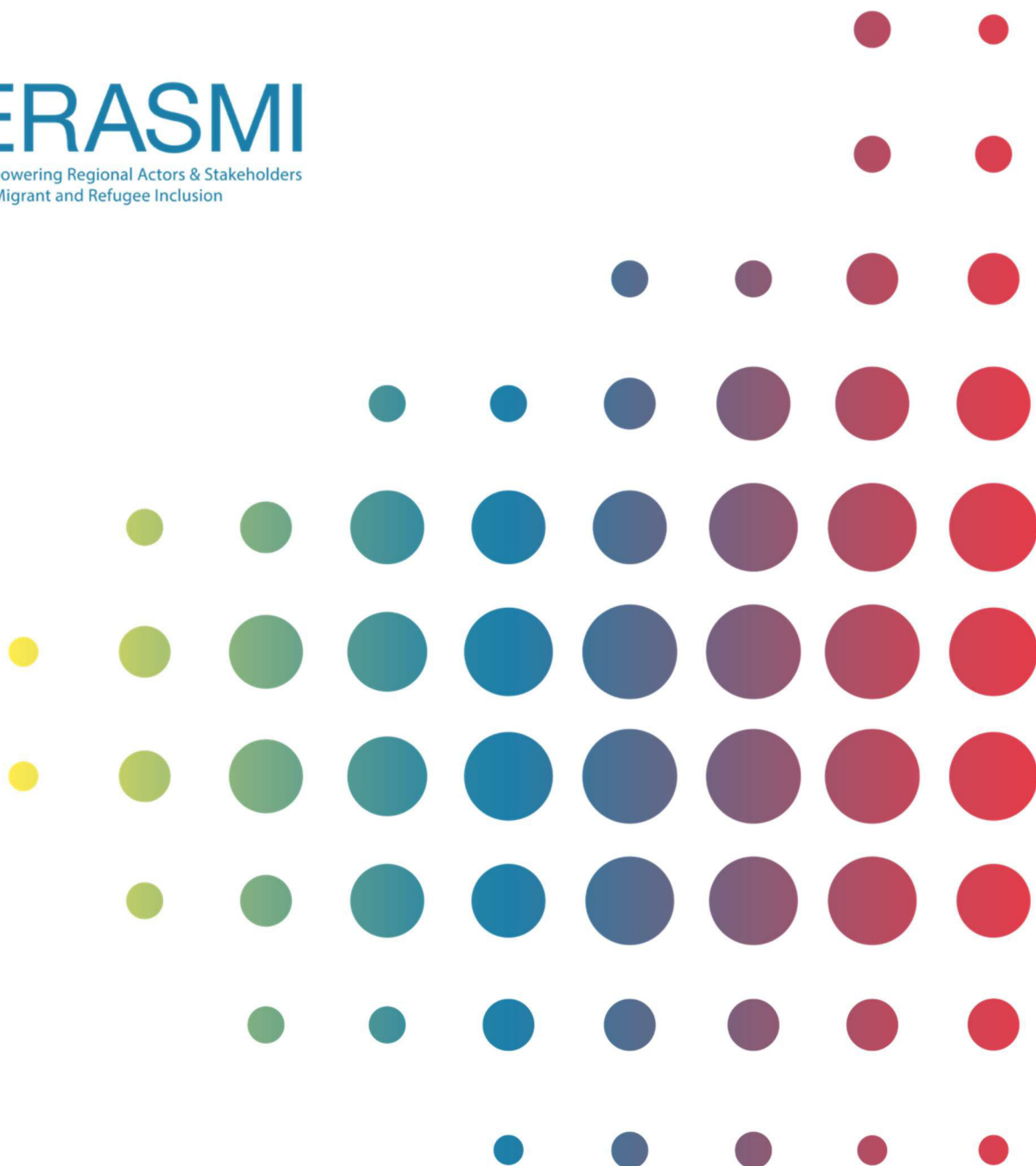
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Good Practice: A MISURA DI BAMBINO

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	A Misura di Bambino – Percorsi di affido professionale di MSNA
Founding year	2017
Location	Corciano / Umbria / Italy
Coordinating Organisation	Municipality of Corciano
Degree of formalisation	Formal cooperation agreement
Members	Three local Social Service providers: Babele Societa' Cooperativa Sociale; Frontiera Lavoro; ArciSolidarietà Ora d'Aria
Field(s) of action	Inclusion / Integration in general; Housing
Target group(s)	Unaccompanied Young Migrants
Type of network	Project consortium

2. NETWORK PROFILE

Brief description	Since May 2017, the Municipality of Corciano has undertaken what has become a ministerial pilot project for the reception of foreign children who are guaranteed the right to live with their families. It is an innovative path that experiments with an alternative form of reception of unaccompanied foreigners through the practice of professional foster care capable of guaranteeing well-being and inclusion and, above all, the right to live in a family environment. Moreover, the project, in addition to providing for education on citizenship rights, values parenting as a resource for achieving the integration and social inclusion of minors themselves. The project has since become a strong and effective tool for social inclusion for unaccompanied foreigners in the region of Umbria.
Resources	<ul style="list-style-type: none"> Project funding by the Asylum, Migration and Integration Fund of the Ministry of Interior (2014-2020) and co-financed by the City of Corciano.
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> Network meetings (monthly coordination meetings) Instant Messaging (WhatsApp groups) Video meetings (Skype) Interpersonal communication between the Social Services and the project actors, necessary to establish a relationship of mutual trust between foster families and project teams
External Communication & Event formats	<ul style="list-style-type: none"> Social Media (Facebook) Brochure Magazine of the Municipality of Corciano



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Heterogeneity of the network (Synergies between services and citizenship; strong synergy between Social Services, Third Sector Actors and Citizenship) • Multidisciplinarity of the team • Coordination and compatibility of the network with already existing services
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Establishment of a large database of trained and confident professional families in social services • Making the educational interventions by the numerous professionals in the social sector unique
Evaluation & Sustainability	<ul style="list-style-type: none"> • A Monitoring and Evaluation Plan was elaborated containing the methodology and the survey tools to be used: monthly reports of the educators, definition of the objectives, definition of the working techniques. • A final evaluation report will highlight, among others, the impact of the activities on the relevant beneficiaries as well as the possibilities of transfer and systematization of the project results in other provincial territories and at the national level.
Impact, Innovation & Transferability	<p>The project can be regarded as a major contribution to the development of a strong synergy between Social Services, Third Sector Actors and citizenship within a certain territory. Furthermore, it is a contribution to the growth of the community network in the municipality of Corciano. It raises awareness for the management of the Unaccompanied Minors phenomenon. The approach could be replicable in other territories as well.</p>

4. FURTHER INFORMATION

Website, Social Media	/
E-Mail-Address	/



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Good Practice: CAS PERUGIA

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Centri di Accoglienza Straordinaria Perugia (Extraordinary Reception Center of the municipality of Perugia)
Founding year	2014
Location	Perugia / Umbria / Italy
Coordinating Organisation	The association "Arcisolidarietà"
Degree of formalisation	Formal cooperation agreement
Members	The association Arcisolidarietà and the social cooperatives "Il cerchio" and "Perusia ", who created a temporary association of purpose to apply for a call for tender issued by the Italian to participate in the Ministry of Interior tender for asylum seekers reception.
Field(s) of action	Inclusion / Integration in general; Housing; Health; Legal protection
Target group(s)	Migrants; Asylum seekers
Type of network	Joint provision of services

2. NETWORK PROFILE

Brief description	The Centri di Accoglienza Straordinaria (CAS) of the municipality of Perugia is an (extraordinary) initial reception center for asylum seekers spread throughout the territory of Perugia. It is hosted by various NGOs in cooperation with the local municipality and is funded to make up for the lack of places in ordinary reception facilities or in the services provided by local authorities. The aim is to host asylum seekers and to assist them during their asylum requests with legal protection, sanitary assistance and orientation to local integration services.
Resources	<ul style="list-style-type: none"> Funded by the Italian Ministry of the Interior
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> Regular network meetings Videotelephony (Skype) Instant messaging (WhatsApp)
External Communication & Event formats	<ul style="list-style-type: none"> Formal and informal contacts with public entities (Questura and Prefettura)

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> Efficient communication and good relationships among the network's members Good location of the Center (in the city center and not isolated at the periphery) The expertise of the members in hosting asylum seekers Good terms with public authorities and informal networks
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Challenges & Lessons learnt	<ul style="list-style-type: none"> • Many people are under stress and frustration because of the long bureaucratic delays regarding the asylum requests in Italy (about two years). This problem is dealt with with the provision of certain offers, e.g. language courses, mediation etc. • To empower their linguistic competencies and help them to find a job, help them with territorial services orientation.
Evaluation & Sustainability	/
Impact, Innovation & Transferability	The involvement of local NGOs in the initial reception and integration of refugees has transfer potential.

4. FURTHER INFORMATION

Website, Social Media	/
E-Mail-Address	/



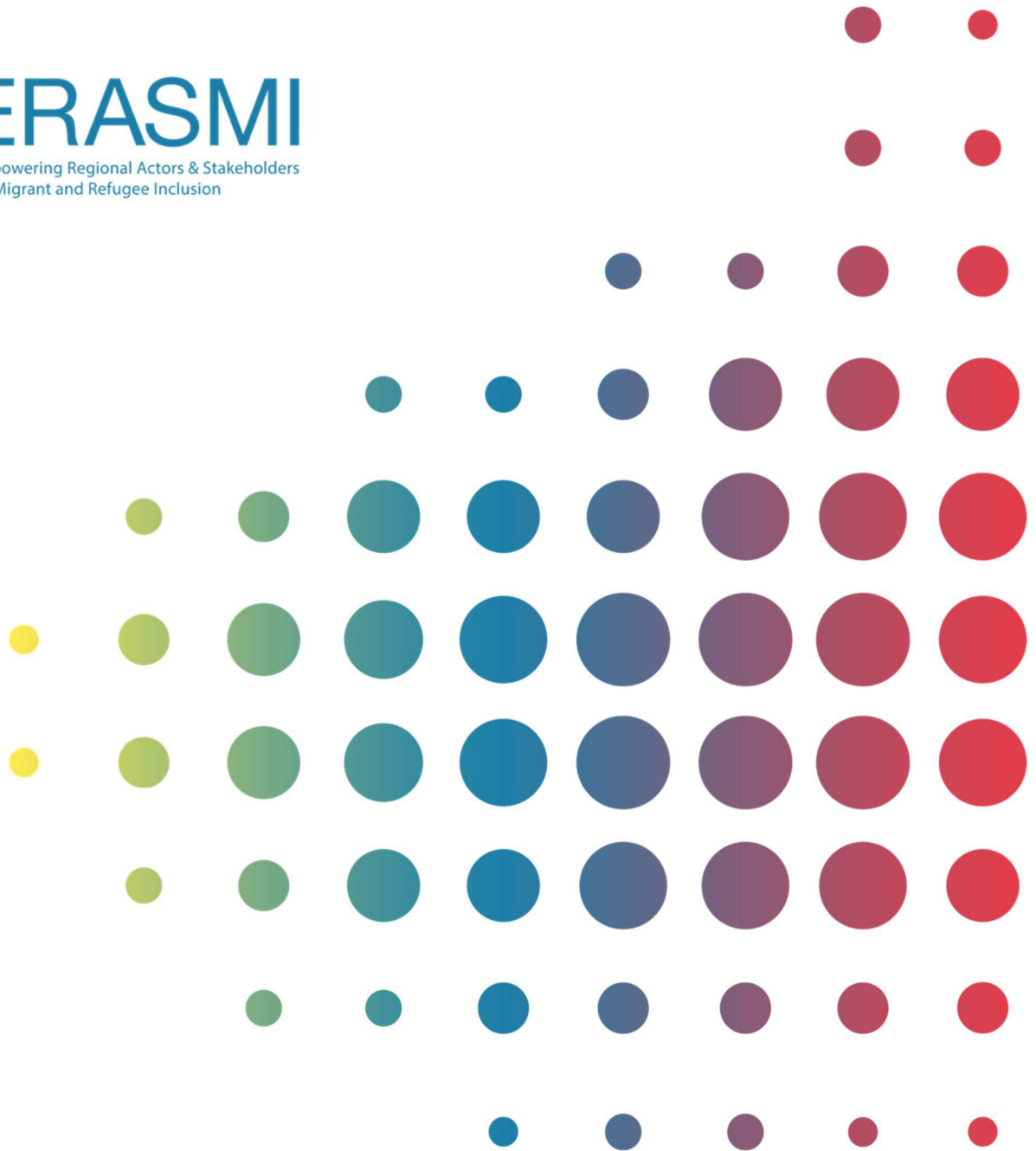
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Good Practice: ORTI IN PACE

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Orti in Pace
Founding year	2016
Location	Allerona / Umbria / Italy
Coordinating Organisation	Association "Il Ginepro"
Degree of formalisation	Soft formal agreements and norms
Members	Voluntary associations linked to the environment and social economy; Social cooperatives; Cultural associations; Individuals
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training; Culture and sports
Target group(s)	Migrants; Refugees
Type of network	Non-state integration network

2. NETWORK PROFILE

Brief description	Orti in Pace is a social farming project with a community garden where migrants and refugees are invited to work.. The garden is a place for meeting and learning and can be a venue for various cultural events. The declared objective is to create an open and inclusive context that allows for a sustainable economy, respects the environment and the people who want to participate in the network's activities.
Resources	<ul style="list-style-type: none"> • Free grant of land from a committed individual • Resources from SIPROIMI project of Orvieto municipality and from "Oasi agricola" cooperative
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Network meetings in informal context (outdoors) • E-mail • Instant messaging (WhatsApp)
External Communication & Event formats	<ul style="list-style-type: none"> • Public events (Open Air Cinema)

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Horizontal relationships: All network participants meet on equal terms, everybody is welcome • Continuous and constant improvement despite few economic resources • Expanding the network with new ideas • Inclusive approach • Suitable locality • Cultural activities
Challenges & Lessons learnt	<ul style="list-style-type: none"> • To expand the network outside the usual members: Orti in Pace aims to create a network of companies to host traineeships for the migrants hosted in the



	<p>reception center and people with disabilities and to hire people participating in the garden project. This goal has not yet been completely achieved, but progress is made slowly.</p> <ul style="list-style-type: none"> To further establish Ort in Pace, not only in the field of agriculture but especially in organising socio-cultural events
Evaluation & Sustainability	<ul style="list-style-type: none"> No evaluation techniques currently in use Constantly trying to involve new actors and joining projects, e.g. a project to host prisoners in training activities
Impact, Innovation & Transferability	<p>A network of integration actors in the field of social agriculture offers a very suitable approach to introduce migrants and refugees to the labour market and to make them familiar with local society in a rural area. The network provides a low-threshold opportunity for meeting and learning. This could also be a strategy in other rural areas throughout Europe.</p>

4. FURTHER INFORMATION

Website, Social Media	/
E-Mail-Address	/





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Good Practice: GRUPP 39

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Grupp 39
Founding year	2010
Location	Ronneby / Blekinge län / Sweden
Coordinating Organisation	Ronneby Municipality and Folkuniversitet
Degree of formalisation	Soft formal agreements and norms
Members	Folkuniversitet, Ronneby Municipality, Public Employment Service, Migrant associations
Field(s) of action	Inclusion / Integration in general; Education and training; Language; Housing; Culture and sports
Target group(s)	Migrant Women; Public Administration and Public Employment Services; Volunteers
Type of network	Non-state Integration Network

2. NETWORK PROFILE

Brief description	<p>Grupp 39 is helping migrant women to extend their knowledge in different subjects (e.g. handicrafts), learn about Sweden (culture and language), develop self-confidence and getting them closer to the labour market. Thus Grupp 39 has become a meeting place where migrants can learn about Swedish society and language and are gradually introduced to the labour market via workshops in handicraft. Many regional actors are involved who share responsibilities and funding. A special emphasis is put on the involvement of local citizens, e.g. as volunteers.</p>
Resources	<ul style="list-style-type: none"> • Funding from Ronneby municipality, Labour Office and Folkuniversitet as a private association • Staff: two people (equivalent to one full-time), salaries paid by Folkuniversitet; Labour Office pays money that unemployed women can attend the activities as a work placement • Part of the income is generated by selling handicraft products • Membership fees paid by citizens who register as members of the Grupp 39 association
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Via Social Media (Facebook)
External Communication & Event formats	<ul style="list-style-type: none"> • Homepage and Facebook page • Organisation of lectures, exhibitions, cultural events, study circles and workshops together with Folkuniversitet, where local citizens are invited to join



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Close cooperation of three institutional stakeholders which set up Grupp 39 ten years ago • Decision-making following democratic principles • Huge involvement of volunteers
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Lack of funding: It costs to have a place where women can feel safe • Reaching the main target group: Migrant women are busy with childcare and household, sometimes not allowed to participate by their husbands. One solution is to organise childcare in a room next to the women's room.
Evaluation & Sustainability	<ul style="list-style-type: none"> • Network activities are "hard to measure" • The network was already established ten years ago and cooperation among partners works still well, so a continuation is quite likely.
Impact, Innovation & Transferability	<p>It is a meeting place where migrants can learn about Swedish society and language. Huge involvement by volunteers. A high number of relevant local actors are involved and work together in close cooperation (Municipality, Folkuniversitet, Public Employment Service, Migrant associations). Introducing the main target group to the labour market, raising their self-confidence, and including volunteers in daily activities contribute to strengthen a sense of community in the municipality of Ronneby.</p>

4. FURTHER INFORMATION

Website, Social Media	<p>Website: https://enisamednolucanin.wixsite.com/grupp39 Facebook: https://www.facebook.com/pages/category/Local-Business/Grupp-39-491834904170551/</p>
E-Mail-Address	/



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Good Practice: MAHIR ELLER PROJESİ

Status of information: December 2020

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1. GENERAL INFORMATION

Name of the network	Mahir Eller Projesi / Living and Working Together: Integrating SuTPs to Turkish Economies in Turkey
Founding year	2017
Location	Şanlıurfa, İstanbul, Hatay, Gaziantep, Adana, Mersin, Kilis, Mardin, İzmir, Bursa, Konya, Kayseri / Turkey
Coordinating Organisation	Ministry of National Education of Turkey
Degree of formalisation	Soft formal agreements and norms / Informal network
Members	Union of Chambers and Commodity Exchanges of Turkey (TOBB), Chambers of Commerce and Industry in the respective cities and provinces, Ministry of Interior Directorate General of Migration Management (DGMM), Ministry of Labour and Social Security - Turkish Employment Agency (İŞKUR), Vocational Qualifications Authority (VQA)
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training
Target group(s)	Refugees; Migrants; Public Administrations; Companies
Type of network	Inter-territorial network

2. NETWORK PROFILE

Brief description	The primary objective of the Project, which is financed by the EU and runs a budget of 15 Million Euro, is to increase the employability of both Turkish citizens and Syrians under temporary protection (SuTP) via certification of their existing vocational skills. This is an important precondition for incorporating them into the economic life which can become a trigger for economic growth in Turkey. Many public organisations and NGOs are involved to reach as many people in the target groups as possible. Network activities focus on Turkish provinces with the highest Syrian population.
Resources	FRIT-EUTF funding (EU Trust Fund for Syria)
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Website • Press releases • Meetings with stakeholders, used techniques: e.g. need analysis, field studies, orientation techniques, testing, data sharing, vocational training, brainstorming and mind maps
External Communication & Event formats	<ul style="list-style-type: none"> • Dissemination and visibility expert in order to promote the project and network activities in Turkey



3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Periodic labour market needs analysis • Capacity building for local chambers and companies
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Lack of knowledge about the target group (skills of Syrians and Turkish people under temporary protection): Field studies will be conducted to identify and register existing vocational skills
Evaluation & Sustainability	<ul style="list-style-type: none"> • Regular evaluation reports and monitoring of activities
Impact, Innovation & Transferability	<p>The most innovative part is the extensive, well-crafted capacity and network building in close cooperation with local chambers and companies. Among the networking activities were:</p> <ul style="list-style-type: none"> • Information Day in Ankara with local chambers project experts • Design and development of an online information centre (along with the project website) • In-house trainings for local project team expert • Study Visit to Germany • Coordination and Synergies Activities • Establishing Cooperation MoLSS, ISKUR, SGK, VQA, MoNE, DGMM and KIZILAY • Identification of the relevant stakeholders (local institutions, associations etc) in the provinces to reach the SUTPs database • Visits to relevant stakeholders in the provinces (local institutions, associations etc) to obtain the database of SuTPs

4. FURTHER INFORMATION

Website, Social Media	<p>Website: http://www.mahirellerprojesi.com</p> <p>Further information: https://www.avrupa.info.tr/en/project/living-and-working-together-integrating-sutps-turkish-economies-turkey-7510</p>
E-Mail-Address	/



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Good Practice: REBUILDING LIVES IN THE LAND OF HOPE

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1. GENERAL INFORMATION

Name of the network	Rebuilding the Lives in the Land of Hope
Founding year	2016
Location	Tuzla / Istanbul / Turkey
Coordinating Organisation	Tuzla Public Training Centre
Degree of formalisation	Formal cooperation agreement
Members	Tuzla District Governorship; Tuzla Municipality; Directorate of National Education
Field(s) of action	Inclusion / Integration in general; Labour market; Education and training; Language; Digital literacy
Target group(s)	Refugees; Migrants; Public Administration; NGOs; Volunteers
Type of network	Joint provision of corresponding services

2. NETWORK PROFILE

Brief description	<p>Since 2016 the network Rebuilding the lives in the Land of Hope has been working to make steps towards securing social integration, employment and financial independence by means of developing basic skills and key competences of the target groups (refugees and migrants) who are settled in Tuzla, Istanbul. Specific goal of the network is to improve basic digital skills of refugees and migrants so these target groups can use computer technology in everyday life to develop new social and economic opportunities for themselves, their families, and their communities. The network was first established as a transnational project consortium with partners from Greece, Italy, Sweden, Slovenia, and Poland which developed and initiated a digital literacy course. These courses are now being offered in joint cooperation between Tuzla District Governorship, Tuzla Municipality and the Directorate of National Education.</p>
Resources	<ul style="list-style-type: none"> • Project funding by European Commission from 2016 – 2018 (ERASMUS+) • Now funded by the Ministry of National Education (General Directorate of Lifelong Learning) • Cost of staff and materials are financed by the Ministry • Tuzla Municipality is very active to support and finance the network as well
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Regular network meetings with Tuzla Municipality using facilitation techniques, e.g. Open Space • Institution website (http://tuzlahem.meb.k12.tr/) to share information and publish news about new courses



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	<ul style="list-style-type: none"> • Facebook group (https://www.facebook.com/ProjectLandofHope) to share information
External Communication & Event formats	<ul style="list-style-type: none"> • Print media • Social media

3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Effective cooperation between Tuzla District Governorship, Tuzla Municipality and Tuzla National Education Directorate which keeps an innovative project development alive • Turkish network can rely on thematic expertise of original project partners from five European countries
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Hard to motivate the target groups to participate in the courses, especially women due to daily house chores or childcare
Evaluation & Sustainability	<ul style="list-style-type: none"> • Annual reports • Keeping statistics about learners and their success updated
Impact, Innovation & Transferability	<p>The network focuses on two main factors which are language of the host country and the digital literacy to run their online processes. They developed two innovative modules:</p> <ol style="list-style-type: none"> 1. Language and communication module and 2. Digital literacy modules for the target groups. <p>These are free to use and any institution can use them in their network and training events.</p>

4. FURTHER INFORMATION

Homepage, Social Media	http://landofhopeproject.eu/
E-Mail-Address	



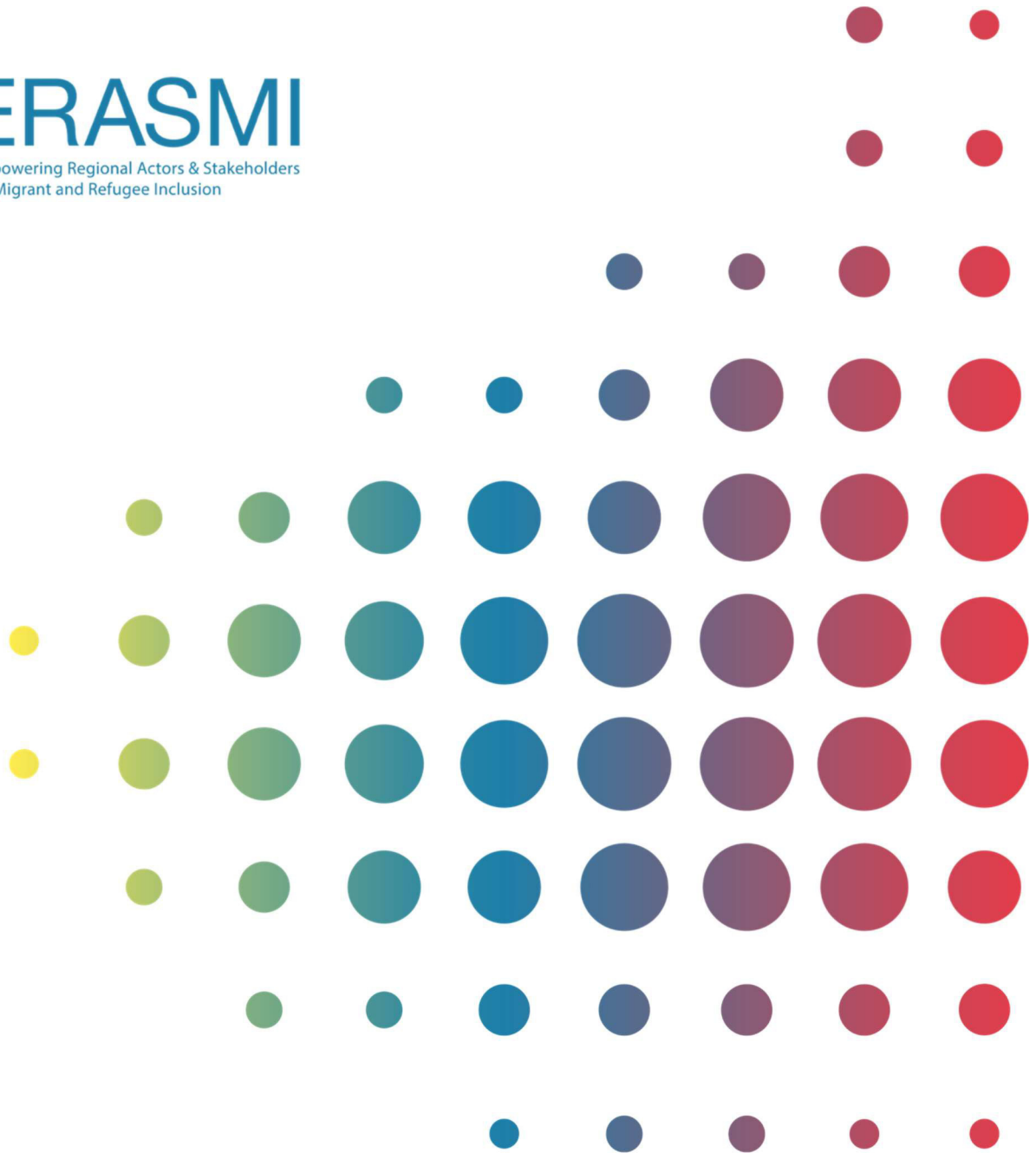
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Good Practice: TUZLA MOTHER-CHILD EDUCATION CENTRE

Status of information: January 2021

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1. GENERAL INFORMATION

Name of the network	Tuzla Municipality Mother-Child Education Centre (AÇEM)
Founding year	2014
Location	Tuzla / Istanbul / Turkey
Coordinating Organisation	Tuzla Municipality
Degree of formalisation	Cooperation agreement
Members	Tuzla Municipality Culture and Social Affairs Department, Tuzla Public Training Centre
Field(s) of action	Inclusion / Integration in general, Labour market, Education and training, Language, Culture and sports, ICT
Target group(s)	Refugees, Migrants, Public Administration, NGOs, Volunteers, Women and their children aged between 3 and 6 years old
Type of network	Joint provision of corresponding services

2. NETWORK PROFILE

Brief description	The Tuzla Mother Child Education Centre provides services for mothers and children aged 3-6 in its centres in Orhanlı, Aydınlı, Emlak Konut, Yayla, Mimarsinan and Şifa District. The services are provided free of charge and aim to contribute to the personal development and socialization of mothers and the physical and mental development of children. The centre offers various seminars and activities for mothers and children such as language courses, sport courses and trips to cinemas and theatres.
Resources	<ul style="list-style-type: none"> Funded by Tuzla Municipality All facilities, staff, trainers, materials, buildings are provided by the municipality
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> Share information and announcements via social media (www.facebook.com/tuzlaacem/) and the call centres of Tuzla Municipality Organise network meetings with Tuzla National Education Directorate and Tuzla Municipality Education and Culture Department
External Communication & Event formats	<ul style="list-style-type: none"> Local media and social media to reach the target groups Run mobile “white table” which goes to the suburbs of Tuzla to promote courses and activities Regularly contact the Directorate of Migration Management which is a public organisation to reach Syrian refugees and their families to support them and help them get involved in the society



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none">• Solidarity• Need analysis• Cooperation with local actors
Challenges & Lessons learnt	<ul style="list-style-type: none">• Some women cannot attend the courses regularly due to the domestic responsibilities• Sometimes the women cannot speak Turkish and feel that they cannot take advantage of the courses
Evaluation & Sustainability	<ul style="list-style-type: none">• The network makes use of an annual activity report and brochures to inform and disseminate activities.
Impact, Innovation & Transferability	The centres with their many free activities are a promising approach to provide integration services for hard-to-reach target groups, especially female migrants and (their) children.

4. FURTHER INFORMATION

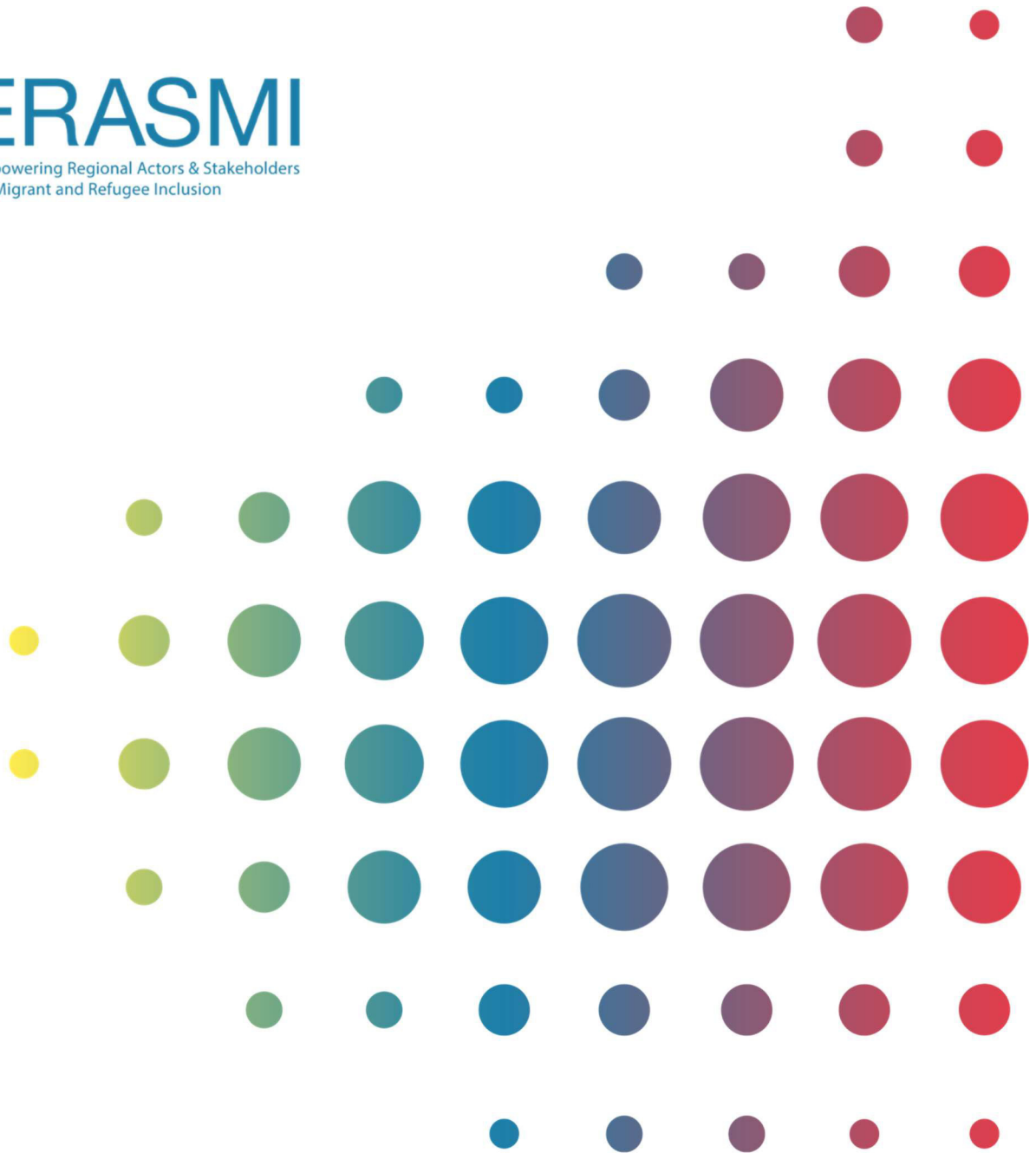
Website, Social Media	/
E-Mail-Address	/





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Good Practice: TUZLA SOCIAL ASSISTANCE AND SOLIDARITY PLATFORM

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1. GENERAL INFORMATION

Name of the network	Tuzla Social Assistance and Solidarity Platform
Founding year	1991
Location	Tuzla / Istanbul / Turkey
Coordinating Organisation	Tuzla Social Assistance and Solidarity Association (Tuzla Sosyal Yardımlaşma ve Dayanışma Derneği – TUZLADER)
Degree of formalisation	Mix of cooperation agreement and soft formal agreements and norms
Members	Volunteers
Field(s) of action	Inclusion / Integration in general; Education and training; Culture and sports
Target group(s)	Refugees; Migrants; NGOs; Volunteers
Type of network	Migrant network

2. NETWORK PROFILE

Brief description	The Tuzla Social Assistance and Solidarity Platform aims to help the people and their families who moved to Tuzla after the exchange of population agreement between Turkey and Greece in 1923. The network organises symposia, panels, concerts and exhibitions in Tuzla to bring migrants together and better include them in social life. They also established a museum about the exchange of population, in which photos, documents, furniture and tools of the migrants and their families are exhibited.
Resources	<ul style="list-style-type: none">• Membership fees• Donations• Ticket revenue from a founded museum (exchange of population museum)
Internal Communication & Facilitation techniques	<ul style="list-style-type: none">• Network meetings, usually with an informal character (breakfast events every month, concerts and dance shows)• Social media (Facebook)
External Communication & Event formats	<ul style="list-style-type: none">• Social media (Facebook, Instagram)• Regular magazine and newspaper of the network



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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none">• It is the only network established in Tuzla for the migrants and their families coming from Greece• The cultural events are unique to unite the target groups and inform the society about the results and impact of migration• Volunteer support• Solidarity• Sustainable approach
Challenges & Lessons learnt	<ul style="list-style-type: none">• Currently the network tries to open a big culture and museum centre in Tuzla which is perceived as challenging
Evaluation & Sustainability	<ul style="list-style-type: none">• Regular progress meeting as well as an annual meeting to evaluate the activities, events and the budget• Cooperation with other migrant organisations and networks to keep the network sustainable
Impact, Innovation & Transferability	Its a local approach, tailored specifically to the specific target group of migrants from Greece in Tuzla. The approach and methods used can be tranfered to other migrant networks and organisations.

4. FURTHER INFORMATION

Website, Social Media	Facebook: www.facebook.com/tuzladernek
E-Mail-Address	info@tuzlasosyaldernek.com



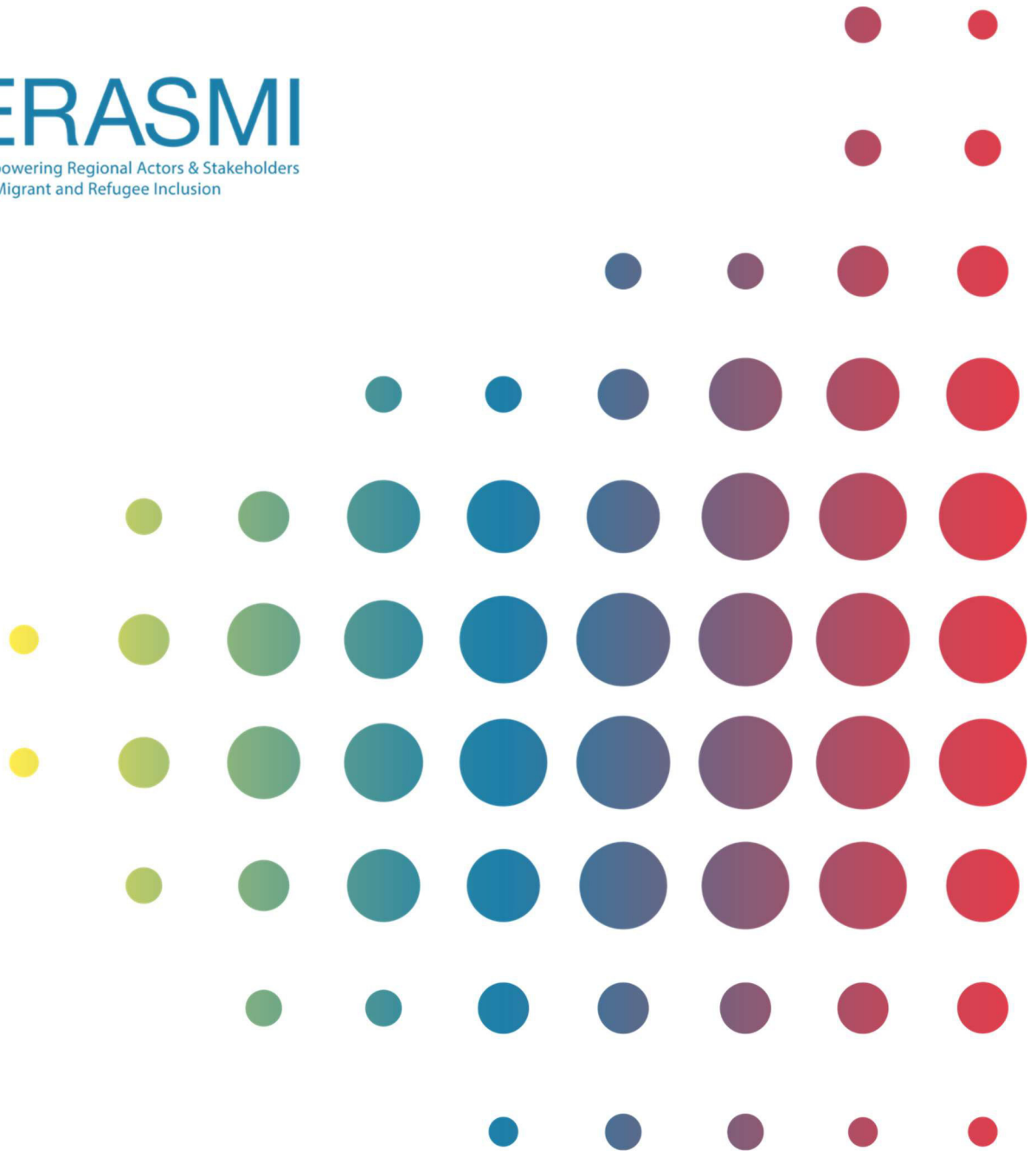
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Good Practice: EMINENT NETWORK

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1. GENERAL INFORMATION

Name of the network	EMINENT Network
Founding year	2019
Location	Belfast / Northern Ireland / United Kingdom
Coordinating Organisation	East Belfast Enterprise
Degree of formalisation	Soft formal agreements and norms
Members	East Belfast Enterprise (UK), Momentum Marketing Services (Ireland), Roscommon Leader Partnership (Ireland), ROC Noorderpoort (Netherlands), tww GmbH (Germany) and European E-Learning Institute (Denmark)
Field(s) of action	Labour market; Education and Training
Target group(s)	Female migrant entrepreneurs; Public and private education providers
Type of network	Project consortium

2. NETWORK PROFILE

Brief description	The overall goal of EMINENT is to encourage and support female migrant entrepreneurs by transforming their access to and the quality of the training they receive from entrepreneurship VET institutions. To do this project members work with a range of enterprise education providers (e.g. local authorities, community organizations) to improve the quality of learning opportunities that are available to female migrant entrepreneurs. Bearing in mind that female migrant entrepreneurs are still an untapped potential for their local communities and the economic growth potential of the EU in general. EMINENT encourages any organisation working with migrants, particularly female migrants, to engage and connect to the project. This also includes governmental bodies involved in this area of policy.
Resources	<ul style="list-style-type: none"> • Project funding (Erasmus+) • Partners in the consortium have all dedicated personnel to work on the project
Internal Communication & Facilitation techniques	<ul style="list-style-type: none"> • Regular meetings via video telephony (Skype, Zoom) • Periodic face to face network meetings in different locations in the partner countries • Cloud-based file share platforms (Dropbox) • A dedicated online web portal (https://www.eminentproject.eu) • Social media interaction • Project communication is loosely based on SCRUM project management methodology
External Communication & Event formats	<ul style="list-style-type: none"> • Active dissemination of information via online social media activity:



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	<p>https://www.linkedin.com/company/enabling-female-migrant-entrepreneurs/</p> <ul style="list-style-type: none"> • Information sessions • Use of more traditional print media • A lot of PR activity via associate networks, including organisations that are involved in working with migrants
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3. SUCCESS FACTORS AND MAIN CHALLENGES

Success factors	<ul style="list-style-type: none"> • Clear and regular communication • A collective commitment to the vision • Use of online virtual conferencing tools • Partners with access to a broad range of networks • A dedicated web-portal to facilitate engagement
Challenges & Lessons learnt	<ul style="list-style-type: none"> • Culture: Bringing together organisations from different countries and different cultures must be carefully managed. • Engaging the target group: Female migrant entrepreneurs are a very niche target demographic. The approach that worked best was to engage this target group through organisations that are dedicated to working with migrants. • COVID-19: Restrictions on travel and meeting collectively have been a significant challenge. Much more use of virtual communication platforms has assisted in coping with this challenge.
Evaluation & Sustainability	<ul style="list-style-type: none"> • A dedicated online portal equipped with resources that will be shared open source will be the main tool to maintain the network in the future.
Impact, Innovation & Transferability	<p>The impact cannot yet be assessed, as the partnership is still in the early stages of development. Female migrant entrepreneurs are a very niche target demographic that deserves more attention.</p>

4. FURTHER INFORMATION

Homepage, Social Media	<p>https://www.eminentproject.eu/ https://www.facebook.com/EMINENTprojecteu https://twitter.com/eminentproject https://www.linkedin.com/company/enabling-female-migrant-entrepreneurs/</p>
E-Mail-Address	<p>reception@eastbelfast.org</p>

