

50 success stories of migrants

A report on desk research
done by the MAX project



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I. Introduction

This report, one of the deliverables of Work Package 2, presents a selection of more than 50 practices or "success and failure stories" collected from MAX project partners involved in several EU countries (Belgium, Czech Republic, Estonia, France, Germany, Greece, Italy, the Netherlands, Poland, Spain, Slovenia, Sweden and other EU countries). They have been harmonised through instructions and a labelling exercise within an agreed structured interview and summarised through a template framework. The following selection will constitute the basis for a set of 20 messages aiming to improve the public image of migrants in Europe with key policy recommendations and material for journalists and various stakeholders involved in the project.

The selected practices deriving from the different economic, social and cultural spheres of the different European societies, are accompanied by additional national "case studies/stories" selection of "bad practices" and literature collected by the partners and analysed during the project phase.

All the partners also carried out a parallel systematic collection of multilingual documentation with infographic links, bibliographies, data, press clippings and media monitoring.

More documentation in different languages ("success and failures" in migrant integration, bibliographies, links, infographics and photos, data, press clippings, media monitoring) may be searched, updated, downloaded and made available for MAX partners on: <http://max-db.idea-aisbl.org>

II. Belgium

1. Summary

Type of practice	Practice title
Best practice: ECO	Nazir's Story: Opportunities in the construction sector
Best practice: CULT	Farid's Story: Hiring staff with a migrant background in an NGO
Best practice: CULT	Aisatta's Story: Overcoming young migrant difficulties, building a family and prof, accountant
Best practice: CULT	Ajmal's Story: Becoming an assistant in Red Cross Reception Centre
Best practice: SOC	Giscard's Story: effectiveness of mentoring programmes and individual virtues
Best practice: CULT	We Exist: cooking and catering through local business partnerships

2. Best Practice: Nazir's Story (ECO)

In Afghanistan, I worked in my father's construction company as a project manager and I was in charge of preparing the payroll for the employees. During this time, I had to speak a lot of English with international counterparts. Knowing English has proven to be quite useful, as English is commonly understood in Belgium. I have used my knowledge of the English language during my stay in Belgian reception centres and have worked as a translator to help other refugees, translating documents and conversations from Dari and Pashto to English.

One of the first things I did when I came to Belgium was to start learning the French language. I took French classes for three months. I regularly watch and listen to French movies and music; for me this is the easiest way to learn a language.

In my home country, I graduated with a degree in Business Economy. I wanted to get my diploma recognized so that I could continue studying at a Belgian university. Unfortunately, in order to receive a diploma validation, I needed an original document stating my degree, which I wasn't able to bring from Afghanistan.

"Unfortunately, an original document stating my degree is needed in order to receive a diploma validation but I wasn't able to bring this from Afghanistan."

Finding a job in Belgium is much more difficult than it was in Afghanistan. Here, everything is more official, you need a resume, you need to prove that you have the right competences, and wait in line with all the other applicants. While in Afghanistan, you could find a job quite easily if you knew the right people.

I recently finished a three-month-long preparatory training in masonry at the Centre FAC - a Centre for alternate learning in the Construction sector - which will hopefully help me in my search for a job. I know finding a job takes time. I gave myself a few months to find work, but if I'm not successful, I will take the qualifier training in masonry and the corresponding internship. With the help of my social worker, I'm currently looking into possibilities for employment under the Article 60 mechanism, I am also continuing interim work and hope to further develop my skills through a professional transition programme. I'd be happy to work in any sector, but ideally, I would love to find a job in the construction sector where I already have experience. One day, I hope to be able to start my own construction company and employ competent jobseekers.

Director of the Red Cross Reception Centres of Jette and Uccle, Belgium and Deputy Director at the Red Cross Reception Centre in Uccle, Belgium.

3. Best practice: Farid and Chloe's Story (CULT)

In my opinion, migrants are an asset to any organization or company. We never look at the name on a job application - nor at religious beliefs, race, sex, social status or political affiliation. We only focus on competences. At our Red Cross centre, we have a long history of hiring staff with migrant backgrounds. They come from various countries and cultures and have experienced different journeys. Having an employee who has knowledge of the residents' languages, of their culture and experiences, is a big asset for us.

Good profiling for the General-Purpose position at our centre consists of conducting a personal interview to identify which qualities the candidate has that are necessary to perform the job, we measure their level of motivation, and we conduct a scenario test to examine how the candidate would react in different situations. It is important to explain what is expected from the employee, what the rules are and to identify possible issues. We cannot emphasize enough the importance of going through all these aspects with employee candidate during the job interview, as communication is key to a well-functioning workplace.

With Ajmal, we liked his resume, his knowledge of languages, and his responses to the scenario tests. He had previous experience as a volunteer in humanitarian work which prepared him well for this position. Ajmal was also a resident of the centre and his volunteer experience with the Citizen Service network and prior work experience was seen as great assets. But the most compelling reason we chose to hire Ajmal was his level of

compassion and motivation. He was really inspired to work here.

Migrants bring new ideas and expertise. They expand the network of organizations and companies and provide employers with a new recruitment pool. We have come across magnificent resumes of engineers, doctors, PhD holders with impressive academic and professional careers who have difficulties finding a job in other sectors.

Our advice to other employers would be to rise above names and nationalities. We should be able to introduce anonymous job applications and focus on the candidate's intelligence and capacities. I really hope that employers in Belgium can unlock the potential in newcomers with foreign backgrounds.

"The most compelling reason we chose to hire Ajmal was his level of compassion and motivation"

Successfully hiring a new employee always depends on two things: a good profiling of the candidate, and some good luck, whether or not the new contract will benefit both parties. Good profiling for the general-purpose position consists of conducting a personal interview to identify which qualities the candidate has that are necessary to perform the job, identifying what his/her motivation is, and conducting a scenario test to examine how the candidate would react in different situations. It is important to discuss and explain in advance what is expected from the employee, what the rules are and to identify where possible issues could occur. We cannot emphasize enough the importance of going through all these aspects with a future employee during the job interview, as communication is key.

4. Best practice: Aisatta's Story (CULT)

When I was 17 years old, I fled from Guinea to Belgium on my own. It was very difficult, especially at such a young age; and it was not easy to orientate myself on the Belgian labour market. I attended several different trainings and courses, from a training on child-care to courses on becoming a salesperson, an office assistant and an accounting assistant. At the time, I experienced a lot of difficulties with the application process. Especially challenging were the recruitment tests and motivation letters for the jobs and trainings I applied to. I had no idea what the recruiters expected from me or what I needed to write down.

After following a preparatory upskilling training course as an Office Automation Assistant, I started the accountant assistant training at the company COFTeN asbl. This training enabled me to get my very first work experience in 2010. It was a one- month job, but I was really happy to be able to start working.

After this experience, I decided to start a bachelor's degree in accountancy. In February 2011, while I was still studying to become an accountant, COFTeN offered me a full-time 1-year contract to work as an Accounting Assistant. After accepting the offer, I switched from day classes to evening classes, so that I could finish my bachelor's degree while working during the day.

"I had no idea what the recruiters expected from me or what I needed to write down. It was difficult, especially at such a young age."

During this time, I also gave birth to my first child, which meant I had to combine my full-time job, my evening classes, and taking care of a new-born baby. This was not easy and it required some very efficient time management. However, in the end I managed to succeed and I proudly graduated with a bachelor's degree in accountancy.

After finishing my bachelor's degree, with the help of DUO for a JOB, I was able to find a job as an accounting assistant in a fiduciary. I am very happy with my current job; my colleagues are friendly and I am learning a great deal. In the future, my goal is to work as an accountant. I hope to work at a fiduciary with a long-term contract and have increased client contact, as I currently mainly work with numbers.

My advice to other refugees would be to accept help that is offered to you. It will help you advance in your personal life and career. Once you find employment you can start contributing to the country that has accepted you - which in my view, is the best way to combat negative perceptions towards migrants and refugees.

At the moment, I am a happy mother of two and have a full plate of tasks! Once my children are a bit older, I might follow another master's degree in accountancy and resume taking Dutch language classes.

A volunteer in humanitarian work which prepared him for this position. Ajmal was a resident of the centre and his volunteer experience with 'Citizen Service' and work experience with the WTC Red Cross centre were seen as great assets. But the most compelling reason we chose to hire Ajmal was his level of humanity and motivation! He was really inspired to work here and I will never forget the pride on his face, wearing a big smile, when arriving on his first day in his Red Cross uniform.

Migrants bring new ideas and expertise; they expand the network of the company and provide employers with an enlarged recruitment pool. We have come across magnificent resumes of engineers, doctors, PhD holders with impressive academic and professional trajectories who apply for jobs at the centre and who have difficulties finding a job in other sectors. One piece of advice for other employers would be to rise above names and nationalities we should be able to introduce anonymous job applications and focus on the candidate's intelligence and capacities. I really hope that the shift in mentality among Belgian employers can be continued and that they realize the potential in newcomers with foreign backgrounds.

5. Best practice: Ajmal's Story (CULT)

When I was 18 years old, I moved to India on a university scholarship from the Indian Council for Cultural Relations to follow a Bachelor in Economics, Political Science and Sociology. My aim was to have a positive

political influence in Afghanistan; I wanted to be a catalyst for change. However, upon my return to Afghanistan due to the ongoing insecurity that my country was facing, I decided to leave. It took me about two months to get to Belgium where I finally arrived in the summer of 2012.

Upon arrival in Belgium, over a period of seven months I stayed in four different reception centres. This is how I became familiar with the asylum system and the various organizations involved in the reception process. I set out to make the most out of my time and started following French language classes. I also completed the compulsory integration courses offered by the Brussels' Integration Agency BON. Another valuable step in my integration, was to volunteer with the NGO Citizen Service. This volunteer position allowed me to practice the French language, and was a launching pad for my career in Belgium.

"My advice for refugees who come to Belgium would be to prepare yourself for your future."

Through the platform for the Citizen Service network, I was introduced to the Deputy Director of a local Red Cross centre. He offered me a traineeship to gain work experience, and later I was employed for three months as an Interim General-Purpose Employee. I kept searching for a permanent contract. On the internal red reception centre. The job interview was done entirely in French and I was asked about how I would react in hypothetical situations. I was really happy when I got the job - I enjoy working and having contact with other refugees. I feel I can really help them through my own experiences.

My advice for refugees who come to Belgium would be to prepare yourself well for what you want to do in the future. When I was a resident at the Red Cross centre, I dreamt of working there one day. So I prepared myself to realize this goal by learning the language, building my network, treating everyone with respect, getting a valid driver's license and making sure I would make a good impression. In my view, one should never stop pursuing one's dreams and aspirations as there is always hope to move ahead in life.

Belgium provided me with living, study, and work opportunities. Afghanistan is my one eye and Belgium is the other. As long as I live, I would like to serve both countries.

6. Best practice: Giscard's Story (SOC)

I am an active person and feel stressed when doing nothing. When I was waiting for recognition as a refugee, I was unable to work. So, I followed training courses to be a painter, to be a chef in the kitchen, and I also followed Dutch language courses.

In May 2015, I was partnered with my mentor, Jean-François at the mentor organisation DUO for a JOB. Jean-François became more than just my mentor - to me he is like a second father. He helped me in so many different ways, not only to find employment.

In 2015, I started a professional training to become a mechanic, but when my five- year-old son was finally able to join me in Belgium, it became difficult for me to follow through with the classes. The classes were provided in the evenings and I was not able to find day-care for my son while I was in class. Thanks to Jean-François I found a job!

I was selected to work for the Red Cross as a delivery driver- we had practiced simulated job interviews for months! Next to delivering the medical equipment of the Red Cross, I also am responsible for the maintenance of the beds, wheelchairs, and other supplies. The job has allowed me to gain more knowledge of paramedical tools.

I now have a steady job and income; my house is close-by and the working hours fit with my son's school hours.

"I am trying to demonstrate to my supervisor my strengths and my level of motivation in the hope that my contract will be renewed."

My advice to refugees arriving in Belgium is to have patience. It takes time to get the necessary official papers and to pass through the administrative procedures. Once you receive your refugee status, you should register quickly with a public employment agency, and of course, apply for a mentoring partnership, like the ones provided by DUO for a JOB. Through mentoring, you can rely on solid knowledge and experience of locals, which is very valuable to get ahead.

I love where I work, I am trying to demonstrate my strengths and my level of motivation to my supervisor in the hope that my contract will be renewed. I also hope to be able to bring my daughter to Belgium. In the long term, I dream of buying a house for my children and me.

7. Best practice: Osama's Story: We Exist (CULT)

Today I run a growing catering organisation which brings together volunteers from Syria who provide food at events and in selected restaurants. I arrived in Belgium in August 2015 and obtained 'refugee' status in December that same year.

Leaving Syria was the most difficult thing in my life. Like so many other people, I didn't want to leave my country but was faced with two options: get killed there or risk my life passing through Europe. As the second option carried the potential of survival, I decided to take the risk.

It was a perilous and dangerous road to safety. But finally, I managed to arrive in Belgium, exhausted and tired after weeks of walking and running. Belgium became the country where I started my new life. Was it easy? Not really. I had many challenges at the beginning, including complex administrative issues. But it works out in the end - if you have support like I always had.

Once the paperwork required for an asylum application is complete and once the 'refugee' status is obtained, the real administrative challenges begin. Initially, I was enthusiastically looking for a job but after a couple of months, it turned out that it was something of a mission impossible. Reasons for not getting a job were always alike, and often it was clear that the reason was my origin. The same applies to looking for a place to live: if you don't have a payslip, it is hard to get a flat. Some owners would tell me that I was in a privileged situation compared to Europeans. I never understood why. Being rejected from a job or a flat just because of my origin was quite frustrating, as I already had work experience and had been volunteering on a freelance basis since my arrival in Belgium because I wanted to help others that shared my experience and the difficulties of arrival.

This feeling of rejection inspired me to create jobs for myself and other Syrians who were experiencing similar difficulties, and so *We Exist* was born. Consisting of a team of talented Syrian volunteers, we started putting our ideas into action in September 2016. Since then, many things have changed. We started organising dinners, brunches and then expanded to catering and cooking courses on Syrian food. Our network is growing and we are currently looking for a space in order to have daily activities and to be able to recruit our volunteers. Since the beginning, we have been fortunate to meet very dear people who regularly use our services and to be supported by organisations, such as the Quaker House and restaurant Le Damoiselle, which has become almost like a home to us. Restaurants Entre Nous and Carina have also hosted us in their premises. Our story is a good example of giving people a chance.

Through regular activities and expansion of our network we all have also improved our language skills - learning by doing, in the true sense of the term.

We are happy to have had an opportunity to show our skills and demonstrate our knowledge. We offer our services and we are happy when people enjoy our food and atmosphere. We still face discrimination due to our status, as that of a 'refugee' brings a lot of stigma, and we can see this on a daily basis.

To my disappointment, I have attended many conferences on 'refugees', with discussions and debates on their needs but the voice of the people concerned is absent. After all, we are the only people who know.

We Exist is built on this need for mutual respect towards every individual, regardless of their ethnicity, religion, race, sexual or gender identity. Through our work, we connect people and we break prejudice.

Obada Otabashi, Syrian living in Belgium. Founder of *We Exist*, an organisation aiming to facilitate labour market access while spreading awareness of Syrian culture and traditions.

III. Estonia

1. Summary

Type of practice	Practice title
Best practice: SOC	Tugiisikuteenus pagulastele – Support services for refugees
Best practice: ECO	Minu esimene töökoht Eestis – My First job in Estonia, for recipients of international protection
Best practice: SOC	VAO Köök – VAO Kitchen
Best practice: CULT	Noorte Fotoklubi – Youth Photographic Club

2. Best practice: Tugiisikuteenus pagulastele – Support services for refugees (SOC)

<p>Summary</p>	<p>Estonian Refugee Council (ERC) provide refugees different services that support their integration in the Estonian society and that enhance their self-reliance.</p> <p>Support person service which provides help of a network of support persons that covers the whole country.</p> <p>The main methods of support person service are counselling and providing information to refugees. Also, support persons may accompany refugees in meetings with authorities, help them with finding employment and support them with reunifying with their family members. Support persons do not make decisions for the people they support, but help them make informed decisions. This service is needs- based and goal-driven. ERC provides support person service to refugees arriving independently and those arriving within the framework of the quota mechanisms.</p> <p>The service started in 2016 (after refugee crises) and was possible due to the fact that in Estonia there is very low number of refugees.</p> <p>It has been funded by AMIF (Asylum, Migration and Integration Fund) and initiated by Estonian Ministry of Social Affairs.</p> <p>The support person services are central in helping refugees settle in the municipalities, and become aware of the mainstream services and benefits available to them. The aim of the support person service is to assist the refugees in becoming self-sufficient and independent.</p> <p>There are no time limits stipulated for the support person service, but on average, it is needed by the refugee for about one year. For maximum this service is for 2 years.</p> <p>Support person helps to set the goals for every 3 months.</p> <p>After every 3 months the goals are evaluated and replanned.</p>
<p>When was the Best Practice, success story implemented?</p>	<p>It has been initiated twice: 2016-2018 by the Estonian Ministry of Social Affairs and 2018-2020 by the Estonian Ministry of Internal Affairs.</p>

Scope of Best Practices success story (EU, cross- border, national, regional; economy wide or sector- specific)	It is a national project.
Bodies/entities involved	The support person system is an excellent example of cooperation between the State and civil society in the delivery of a vital service to assist and support refugees in their integration process. Service has been initiated by 2 ministries and accomplished by 2 NGOs (Estonian Refugee Council and Johannes Mihkelsoni Keskus).
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	It has been funded by AMIF (Asylum, Migration and Integration Fund) and initiated by Estonian Ministry of Social Affairs.
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	Having a support person is voluntary for every refugee, but most of the people with international protection who have arrived after 2016 have used this service.
Additional information	<ul style="list-style-type: none"> - www.valitsus.ee/sites/default/files/content-editors/failid/unhcr-print version estonia-integration mapping.pdf - https://www.oagulasabi.ee/en/support-services

3. Best practice: Minu esimene tooht Eestis – My First Job in Estonia, for recipients of international protection (ECO)

Title of the success story (in English) of the Best Practices success story	My First Job in Estonia for recipients of international protection
Title of the Best Practices success story (in national language, if available)	Minu esimene tooht Eestis
Detailed description of the Best Practice Context driving the implementation of the action	<p>As part of the My First Job in Estonia package of services, employers can apply for services if a recipient of international protection is already working for them or starts working for them.</p> <p>As part of the My First Job in Estonia package of services, employers can apply for services if a recipient of international protection is already working for them or starts working for them.</p> <p>A recipient of international protection is a person who has been granted refugee status or the status of a person eligible for subsidiary protection and who is issued with a residence permit on the basis of § 37 of the Act on Granting International Protection to Aliens (AGIPA).</p> <p>A recipient of international protection is also an applicant for international protection who may work in Estonia if a decision has yet to be made with regard to their application for no reason dependent on the applicant within six months of the application being submitted and a certificate of an applicant for international protection allowing them to work in Estonia is issued to them (AGIPA § 10¹).</p> <p>The aim of the My First Job in Estonia service is to boost the rate of employment among recipients of international protection and to contribute to their integration into Estonian society. As part of the service, employers can apply for the following from the Estonian Unemployment Insurance Fund:</p> <ul style="list-style-type: none"> • a wage subsidy; • compensation of the cost of obtaining qualifications; • compensation of the cost of work-related translation services; • compensation of the cost of Estonian language training and/or payment of a professional mentoring fee (as of 1 January 2018). <p>The measure was started in 2017 due to the migration crises which had a peak in</p>

	<p>2015. Estonia was supposed to receive more refugees and this measure was meant to ease their entrance to the job market.</p> <p>People with refugee status have more difficulties to enter the job market and they need additional support. They usually do not speak the local language, often they do not have necessary qualifications or it is difficult to prove their qualifications. Leaving their home country has mostly been a traumatic experience. Employers (and people in general) might have negative attitudes towards migrants.</p> <p>This measurement was initiated by Estonian Unemployment Insurance Fund.</p>
When was the Best Practices Success story implemented? (including start date and end date/ongoing; pilot or regular)	The service started 01.09.2017, compensation of mentoring costs on 01.01.2018. It is ongoing measurement.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	It is national project.
Bodies/entities involved Specific features Description of how the Best Practices success story operates in practice	Estonian Unemployment Insurance Fund
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	These measurements are funded by the Estonian Unemployment Insurance Fund (Töötukassa). Töötukassa is a quasi-governmental organisation, and a legal person in public law. It performs its activities independently from government, but on the basis of a mission and of operational rules defined by law.
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	Actually, less than 20 recipients of international protection have used these services (19 people until Oct 2019). But it is due to the fact that in Estonia we have very few people with the status of international protection. During the same period (starting from 01 Sep 2017) 52 people having international protection have registered themselves as unemployed in Estonia.
Additional information on "Next practice" Additional information	Estonian Unemployment Insurance Fund is following how the services are used and will make changes if necessary.
Sources	https://www.tootukassa.ee/eng/content/emDlovers-and-oartners/mv-first-job-estonia-recipients-international-protection

4. Best practice: Vao Köök – Vao Kitchen (SOC)

Title of the success story (in English) of the Best Practices success story	Vao Köök
Title of the Best Practices success story (in national language, if available)	Vao Kitchen
Detailed description of the Best Practice Context driving the implementation of the action	<p>Vao Kitchen often serves food at Estonian outdoor events and festivals - it is a social enterprise where the residents of the Vao asylum seekers' centre cook themselves. That is a social project, not a commercial one, which aims to establish links between locals and asylum seekers through food.</p> <p>The asylum seekers' centre residents have been attending several outdoor events since 2015 using the Vao Kitchen brand. Being invited, they have since gone catering numerous times. The aim is to go out with asylum seekers and establish contacts with Estonian people.</p> <p>Centre residents do all this on a voluntary basis, without being paid. Primary goods for catering are purchased by the shelter and every event seeks to recoup the money spent on the products. The costs are high - event participation fees, kitchen appliances rent, transport fees.</p> <p>Sometimes Vao Kitchen provides also the catering service (food is prepared by asylum seekers).</p>
When was the Best Practice success story implemented?	Vao kitchen went out to offer food for the first time in Sep 2015. It is ongoing project.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	It is national project.
Bodies/entities involved	Initiative was started by a welfare services provider AS Hoolekandeteenused.
Specific features	People working at Vao Kitchen change, depending on who is living in the centre at the moment. So does the food offered during the outdoor events.
Description of how the Best Practices success story operates	Besides the cooks from the centre, anyone who wants to help can join the catering spot, that helps asylum-seekers making contact with the locals and

<p>in practice</p>	<p>adapting better.</p> <p>For instance, food from Ukraine, Albania, Georgia, Dagestan, Iran and Sri Lanka is offered during events. Some people, who have had working experience at Vao Kitchen, have even started working in catering, after leaving the asylum centre.</p> <p>No cooking certificate is needed for working at Vao Kitchen, but all the paperwork, required by the state to work in food catering, from the health certificate to a self-checking plan, has to be done.</p> <p>Vao Kitchen has not had any negative experience. On the contrary, good food and humane contact have aroused interest in food makers, and prejudices have melted.</p>
<p>What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the</p>	<p>Vao Kitchen is implemented by one organisation in Estonia, which is welfare services provider AS Hoolekandeteenused. Some equipment of</p> <p>Vao Kitchen was bought with the support of AMIF) Asylum, Migration and Integration Fund).</p>
<p>Achievements, results and impact</p>	<p>Since the beginning of initiative 125 asylum seekers have cooked in different festivals and events in Estonia.</p>

5. Best practice: Noorte Fotoklubi – Youth Photographic Club (CULT)

Summary	<p>There are 10 youngsters taking part in this pilot project, 5 of whom have a migrant (refugee) background and 5 are local Estonians. To find Estonian youngsters refugee children were encouraged to invite their friends or classmates to the club.</p> <p>Photo club is organised by Estonian Refugee Council. Pilot project lasts for 3 months – youngsters meet in the office of Refugee Council or in the meeting points in Tallinn. Meetings are twice a month, the length of each meeting is 3-4 hours.</p> <p>Photo club is organised by a support service coordinator from Refugee Council and a professional photographer.</p>
Title of the success story (in English) of the Best Practices success story	Youth Photographic Club
Title of the Best Practices success story (in national language, if available)	Noorte Fotoklubi
Detailed description of the Best Practice Context driving the implementation of the action	<p>The aims of the Youth Photographic Club are:</p> <p>To give to the youth the possibility to spend their free time in a secure environment</p> <p>To give possibility to establish long-term friendships with Estonian youth and to practice Estonian language</p> <p>The main methods of the Youth Photographic club are photography and storytelling. Through those methods young people will become more aware about themselves, about their identity and about people surrounding them. They will learn how to see the world around them through they alternative views.</p> <p>They will get to know their home town Tallinn</p> <p>They will learn about photography as a technique. They will get main knowledge about how to take photos (shutter speed, aperture, ISO). They will learn about</p>
When was the Best Practice success story implemented?	It was implemented in Sep-Nov 2019

Scope of Best Practices success story (EU, cross-border, national, regional; economy-wide or sector-specific)	<p>The project works towards increased tolerance between people, nations, cultures. It is helping refugee children to adapt in Estonia. Estonian youngsters will learn about other cultures and will establish personal relationships with migrant children.</p> <p>It is a cultural project.</p>
Bodies/entities involved	<p>It is a pilot project having 10 young participants.</p>
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	<p>The project is funded by Archimedes Foundation. Archimedes Foundation is an independent body established by the Estonian government with the objective to coordinate and implement different international and national programmes and projects in the field of training, education and research.</p>
If any, what are/were the sources of funding?	<p>Most of the funding goes to the mentoring fees, visits to the exhibitions/museums, printouts of the photos.</p>
Achievements, results and impact	<p>The project has shown that young people are very eager to learn from each other. Photography is a very good tool to make people work together and it can create great atmosphere for integration.</p>

IV. France

1. Best practice: DIME – Development of a skills reference framework and training modules to promote the Inclusion of Migrants to Europe (SOC)

Summary	Develop a competence framework, acquired in a formal and non-formal setting, necessary for the inclusion of migrants into society
	Develop and implement new interactive teaching modules, methods and tools that focus on learning processes and a set of processes that will facilitate socio-cultural and economic integration
Title of the success story (in English) of the Best Practices success story	DIME – Promoting Migrants' Social and Professional Inclusion in Europe
Title of the Best Practices success story (in national language, if available)	Développer un référentiel de compétences et des modules de formation favorisant l'Inclusion des Migrants vers l'Europe
Detailed description of the Best Practice Context driving the implementation of the action	<p>Eurostat data show that the unemployment rate of migrants is around 21% compared to 10% for nationals of the Member States</p> <p>DIME identified the key competences needed for migrants to integrate into EU societies, checked their availability in member states and identified methods to improve the ability of local providers to deliver improved capacity.</p>
When was the Best Practices success story implemented?	01/09/2015 to 30/08/2018
Scope of Best Practices success story (EU, cross-border, national, regional; economy-wide or sector-specific)	Project is EU, cross- border, national, regional; economywide or sector-
Bodies/entities involved	AIFRISS (FR), CIOFS / FP Puglia (IT), EDRA (GR), University of HUELVA (ES), University of JAEN (ES), INSUP, Coordinator (FR)

<p>Specific features</p> <p>Description of how the Best Practices success story operates in practice</p>	<p>The main activities of the DIME project took place between September 2015 and August 2018. They included:</p> <p>An analysis of reception and inclusion policies for migrants</p> <p>An analysis of existing training practices and the identification of good practices</p> <p>The formalising of the framework of formal and non-formal competences. The building of training modules</p>
	<p>The testing of these modules with migrants</p> <p>The experimentation feedback and formalising of training modules</p> <p>The dissemination of results via a dedicated website.</p>
<p>What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?</p>	<p>Modules were created (Language proficiency, Mathematical and Digital Competences, Intercultural Competences, Social and Civic Competences, Socio-professional and Entrepreneurship Competences) were created for and tested with partner organisations and their migrant clientele.</p> <p>This was ERASMUS + funded</p>
<p>Achievements, results and impact</p>	<p>Breaking the social isolation in which, the precariousness of their situation has often locked them up</p> <p>Removing the barriers to socio-professional integration (health, housing, cultural, linguistic...)</p> <p>Bringing participants closer to local actors, social and associative organisations</p> <p>Considering getting closer to the work environment by identifying the formal and non- formal skills acquired and those to be developed for sustainable integration in the host country.</p>
<p>Sources</p>	<p>www.proietdime.eu/fr/</p>
<p>Metadata and key words for on line search</p>	<p>DIME</p>

V. Germany

1. Summary

Type of practice	Title of the practice
Best practice: SOC	SPIN SPORT, integration through sport
Best practice: CULT	Cultural diversity and religion monitor
Best practice: ECO	DOMiD – Documentation Centre and Museum of Migration in Germany (ECO)

2. Best practice: SPIN SPORT, integration through sport (SOC)

Nowadays Germany is one of the countries, which has good practice examples on the inclusion of migrants and ethnic minorities in and through sport, which helps to raise the public's awareness of the situation of refugees and to facilitate cross-cultural encounters. Germany implemented different sport projects at different levels, such as national, governmental and regional programmes, professional further education, organised migrant sports clubs, sport projects for inclusion of migrant girls and women through sport into the local host society.

There are two basic target perspectives: inclusion into sport and inclusion through sport. Inclusion into sport focuses primarily on the introduction of migrants, ethnic minorities or other under-represented groups to sport and facilitation of the capacity' to act within sport. It calls for regular, long-term participation in sports and an improvement of athletic skills and achievements. It is based on the premise that involvement in areas of sport already represents an instance of inclusion. In doing so, the involvement in a sport club can create particularly favourable conditions for further inclusion processes since sport associations are characterized by the fact that training and practice sessions take place regularly and almost without exception in groups, and that sporting activities often take place within the framework of other social activities that provide additional opportunities for intercultural communication.

One of the nationwide programmes of the German Olympic Sports Federation is “integration through Sport”, funded by the Federal Ministry of the Interior and the Federal Office for Migration and Refugees. The German Olympic Sports Federation is responsible for the program coordination at the federal level. Main aim is to increase the participation of migrants in sport clubs in Germany through, both, the promotion of sport clubs that especially

attract migrants and the creation of easier access to those clubs, primarily for people with an immigrant background.

In regions with high immigration rates in Germany, government and regional sports federations offer the chance to develop target group specific programs and opportunities in order to test them in terms of their inclusion potential.

For example, the “Spin-Sport Interkulturell” model project, which promotes inclusion at a regional level and focuses on girls and young women with an immigration background. The model project «spin» has been running since 2007 in selected towns in the Ruhr area of Duisburg, Essen, Gelsenkirchen and Oberhausen and is set to run for n years. It is implemented by the regional sport alliance of North Rhine-Westphalia with support from the Federal Office for Migration and Refugees and the Ministry for Generations, Family, Women and Inclusion of the federal state of North Rhine Westphalia. The goal is to support sport clubs as institutions of borough-related integration® and to enable a systematic encouragement of the process of inclusion, particularly of young girls and women from 10 to 18 years of age with a migrant background.

Such important building blocks as professional further education programs also count for inclusion and the encouragement of participation in public life. The governing body of the Berlin football clubs, the Berlin Football Association, from 2007 to 2010 implemented the inclusion through Qualification® project with the support of the Federal Ministry for Migration and Refugees.

The first vocational and further education offer was aimed particularly at volunteers acting as club officials for migrant clubs who had, in the past, expressed uncertainty in dealing with bureaucratic structures, regulations and cooperation with sports institutions. To clear up these shortcomings and remove insecurity', courses were offered directly to club officials. Where the aim for the clubs is to train young volunteers for tasks in the future. Three-hour sessions were organised with diverse context of the modules, specific to sport and sport club management and committee work. Courses were also held for coaches and trainers which specifically teach the safe handling of multicultural teams.

Sporting opportunities can realize their potential to integrate effectively and sustainable when they function in a gender-oriented manner. In Germany were implemented several sport programs for inclusion of girls and women through sport such as the «Discover Football -the female perspective® project. This powerful network brings women together in and through football, facilitating encounters and promoting women's rights. The “Sport with Muslim Girls and Young Women” ® project run by Youth Sport Lower Saxony, contact with the target group of Muslim girls was made by searching out meeting places and facilities where the girls and young women congregated, e.g., school, cultural associations but also mosques. Because the mosque is an important community-oriented space in which the girls receive Quran lessons, sing and celebrate together, thus the idea developed to initiate sport programs within a mosque as it represents a living environment already possessing the

trust of the parents. In such a way, a condition allowing the girls' participation in sport programmes has been fulfilled.

One of the most useful variants of inclusion of migrants into and through sport is migrant sport clubs. The term migrant sport club refers to those clubs with members from a predominantly migrant background and whose club identity and external perception are linked to the origins of the majority of the members. The major importance of migrant sport clubs is to facilitate the participation in sport and competition of migrants. Migrant sport clubs are frequently more attractive to migrants as host nationality clubs since there are no linguistic or cultural barriers and those active are shielded from racism and discrimination, at least within the club. In this way, many migrants are introduced through their membership in such sport clubs to the nature of clubs of the host country' and to participation in sporting competitions. In Germany one of the biggest and the most well-known migrant club is Türkiyemspor, which was formed in 1978 in West Berlin. It has become the figurehead of Berlin's Turkish community and the multicultural district of Kreuzberg.

The other project, called "The Kicking Girls" exists in various schools in urban quarters with high proportion of migrant youth. The schools in cooperation with nearby cooperation clubs, provide so-called girl's working groups in the school and the coaches are mostly female members of the club involved. The girls acquire the basics of football and develop an enjoyment of the game in a "protected environment". Separate girls' football breaks in the school playground and class and school tournaments encourage the girls to join in. In this way, through the girls' football working groups, it is possible to reach, inspire and involve girls with a migrant background. The parents accept the participation of their daughters in the football working group because the school a familiar place is for them. In addition to expanding their profiles with the inclusion of girls' football programs, the schools also combine the hope of improving their extra-curricular range. With the cooperation of the school, the club aims to establish an attractive option for girls in order to attract new members and potential talent.

As we can see, Germany proved and showed by its good practices that there is a lot of initiatives can be created for inclusion of migrants into the local host society through sport, for bigger cross- and intercultural communication and unity.

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Good practice: How do Germans deal with cultural diversity?

Half of Germans would like Immigrants to adapt to mainstream society. One third would prefer a merging of cultures - and among younger people, this is even the majority view. These are the findings of a special analysis of our Religion Monitor, in which we investigated attitudes among the German population about successful coexistence in cultural diversity. Dr Yasemin El-Menouar



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As a result of immigration, people with different cultures and traditions and greater religious diversity are now living together. When asked how we can best live together in cultural diversity, 52% of the German population responded that immigrants should adapt to the culture of the mainstream society. On the other hand, 36% would like to see a merging of cultures. And about one in ten (11%) support the idea that people should maintain their own cultures. These were the findings of a special analysis of our 2017 Religion Monitor, published in conjunction with the 2018 Reinhard Mohn Prize, "Living Diversity - Shaping Society."

Attitudes about successful coexistence in an immigration society differ significantly across generations: the younger the person, the less the wish for adaptation. While 66% of the population over 70 years of age express the opinion that immigrants should culturally adapt, this proportion gradually declines among younger groups, to 22 percent among respondents under 25 years of age. A majority of young adults want all sides to draw closer together: A significantly higher proportion (55%) of respondents under 25 years old would like to see a merging of cultures.

The diversity policy of an immigration society needs a guiding model

The purpose of the survey was to show how the German population views living together in diversity - especially in regard to migration and an increasing diversity of cultures, traditions and religions. Therefore, the investigated models deliberately allow for a certain spectrum of opinions, making it possible to better reflect emotional attitudes about the topic.

The results show a rather diverse range of attitudes in Germany. While half of those surveyed want to maintain the existing situation, younger people are more open to social change. This indicates a need in society to reach agreement about successful coexistence. To be sure, this is grounded in the local laws and German as a common language. Within such a binding framework, however, there is much for the population to negotiate. How greatly should immigrants adapt? How can cultural diversity be used as an opportunity for societal development as a whole? How much should the majority change its ways? And how culturally independent should the various groups be?

Living together in diversity requires a lively exchange of views

Many years of research have shown that personal contact helps to reduce prejudice and promote mutual acceptance. This study is no exception:

Among people who support a merging of cultures, 58% frequently interact with people of other religions - as compared with only 40% of people who want immigrants to adapt.

"People under 40 years old have more often grown up together with the children of immigrants. Thus, for young adults' diversity has long been a reality – whether in school, in vocational training, on the job or in their free time. That creates a connection." – Stephan Vopel, Bertelsmann Stiftung expert on social cohesion

On the other hand, young adults also express a greater desire for cultural independence: One in five of people under 25 support the idea that people should maintain their own cultures. Because this opinion is mainly expressed by young people from educationally disadvantaged environments, the finding could indicate the potential for conflict among young adults from different backgrounds in such environments. Action is needed in this regard.

In order for differing cultures and traditions to come together and form the foundation for a common "us," people need opportunities to approach and get to know each other. "Cities and communities that succeed in taking appropriate measures to create a lively exchange of views among people with different backgrounds play a major role in terms of social cohesion," Vopel explains.

The foundation for an inclusive community is the Basic Law

The foundation for this sort of macrosocial dialogue of cultures is the diverse and democratic social order based on human and civil rights. Only this order guarantees every person the right to self-determination in religious, ideological and cultural issues, as long as it does not infringe on the rights of others. Among immigrants and the majority population alike, globalization, digitalization and economic uncertainties create feelings of rootlessness and a longing for home and security.

“A modern concept of homeland should be open to people of different backgrounds, cultures and religions. Germany today includes not only the Christian cross, but also the Jewish kippa and the Muslim headscarf. The constant discussion of who belongs and who doesn't is perceived by minorities as a lack of recognition. This creates divisions in society.” – Yasemin El-Menouar, project manager for the Bertelsmann Stiftung's Religion Monitor

Modern diversity policy is about building networks

The answer for policymakers lies at the community level as well as the state and federal level. Modern diversity policy has the task of bringing citizens into a dialogue across ethnic, cultural and religious boundaries. This requires institutions that act as mediators, supporting people as they express their interests to each other and develop from these a common commitment. It is also important to build the skills of dealing with diversity starting early on, in early childhood centres and in schools. Finally, what is needed is a dialogue across the whole society, based on our fundamental rights and a democratic culture of debate, in which we can negotiate a new self-awareness of Germany as a country of immigration.

3. Best practice: Cultural diversity and religion monitor (CULT)

Our *Religion Monitor* regularly conducts international comparison studies on the importance of religion for social cohesion. It is based on representative surveys of the population. In this contribution, Professor Marc Helbling and Verena Benoit of the University of Bamberg analysed these data in terms of the prospects for Germany's population to live together successfully in cultural diversity. The data for Germany consist of a representative random sample of approximately 1,500 respondents; in addition, the Muslim population of Germany (not including the more recent influx of refugees since 2010) was surveyed and better represented by a more precise random sample of over 1,000 respondents. The special analysis entitled "Living Together in Cultural Diversity: Attitudes and Preferences in Germany" is the third in a series of publications associated with the 2017 Religion Monitor.

About the Reinhard Mohn Prize

The Reinhard Mohn Prize is awarded in honour of Bertelsmann Stiftung's founder Reinhard Mohn (1921 - 2009). The prize is awarded to exceptional, globally active individuals who have played a key role in creating solutions for social and political issues.

This year, the topic is "Living Diversity - Shaping Society," and the prize goes to Joachim Gauck, the former president of Germany. In awarding the prize, we recognize Mr. Gauck as a bridge builder in a culturally diverse society. He will receive the prize on June 7, 2018, at a ceremony in the Gutersloh Theater.

You can follow the event and all the publications related to the topic on social media under #RMP18 as well as #Vielfaltleben. See us also the blog <http://blog.vielfaltleben.de/>), Twitter (https://twitter.com/Vielfalt_BSt) and Facebook Gesellschaft gestalten.



4. Best practice: DOMiD – Documentation Centre and Museum of Migration in Germany (ECO)

Summary	<p>DOMiD collects and conserves materials which document migration history. It is their duty to research and present the history of immigration in Germany to a wide audience. In addition to museological and archival work, they organize events, conferences and talks. Their goal is to convey that migration is a normal part of the human history as they believe this perspective can provide a basis for developing a shared, transcultural identity.</p> <p>A Central Museum of Migration</p> <p>DOMiD is working, together with other private and public actors, toward establishing a central, modern <i>Museum of Migration</i> in Germany in the medium term. The museum will serve as a historical and cultural centre for today's "migration society." It will address questions surrounding international migration and its impact on Germany, past and present.</p>
Title of the success story (in English) of the Best Practices success story	<p>DOMiD – Documentation Centre and Museum of Migration in Germany</p>
Title of the Best Practices success story (in national language, if available)	<p>DOMiD – Dokumentationszentrum und Museum über die Migration in Deutschland</p>
Detailed description of the Best Practice Context driving the implementation of the action	<p>DOMiD has been collecting objects and documents, which reflect the social, cultural and everyday history of immigration to Germany. The focus of their collection is the period after the first labour recruitment agreement (1955). Presently, their holdings comprise over 70,000 books, pieces of grey literature, newspapers, magazines, official documents, photographs, films, audio recordings, flyers and posters, as well as three-dimensional objects. DOMiD is a member of both the Association of Cologne Archivists (Arbeitskreis der Kölner Archivarinnen und Archivare) and the Association of German Archivists (Verband deutscher Archivarinnen und Archivare).</p> <p>The exceptional thing about DOMiD's collection is that - in contrast to public archives - it has grown "from the bottom up." Because of this, they boast an inventory of migrants' everyday objects that is unparalleled in Europe. At the same time, it has been their goal from the beginning to present migration history to a broad audience.</p>

	<p>Their archive was therefore planned and developed so that their collection can easily be used for exhibitions.</p> <p>DOMiD was founded by migrants so the team knows how sensitive personal memories are. For that reason, they cultivate close relationships with lenders. Objects from private individuals and institutions, some donated and some on loan, are the foundation of DOMiD's archive</p>
When was the Best Practices success story implemented?	DOMiD was established in 1990 and has been archiving and presenting stories from migrants since.
Scope of Best Practices success story (EU, cross-border, national, regional; economy-wide or sector-specific)	The focus is Germany especially with post WWII guest worker migration. The assumption that workers would return led to poor immigration infrastructure and DOMiD seeks to document the consequences of this. DOMiD holds events, curates an online migration museum and produces Publications including a 2019 collection of Refugee Stories
Bodies/entities involved	The province North Rhine-Westphalia (NRW) and the city of Cologne have recognized how important it is to provide a solid, lasting foundation for DOMiD's one-of-a-kind collection. For that reason, NRW's Ministry of Culture and Science facilitates the protection and expansion of DOMiD's archives. The city of Cologne provides for the accommodation of the documentation centre. Additional financial support is granted by NRW's Ministry of Children, Family, Refugees and Integration.
Specific features	A wide range of artefacts, photos and materials that help to capture and tell the story of migration into Germany. While the economic value of migrants is evident in future profit and taxes, and the migrant culture
Description of how the Best Practices success story operates in practice	<p>informs the creativity and identify of the current moment, the social contribution of migrants is often lost in the past. History tends to overlook the contribution of migrants in the making of a nation's cities and institutions. A national story is about the making of a mainstream view which inevitably excludes migrant and minority voices.</p> <p>So, it is essential to have repositories of migrant contributions that are accessible, accurate and well organized. Migrant history archives are not unusual and can often be accessed online making them available to journalists seeking material illustrations of the presence of migrants in both past and contemporary societies.</p>
What resources and other relevant organisational aspects are involved in the	DOMiD holds a number of archives of artefacts, documents and film and audio that offer a resource for the representation and explanation of migrant contributions in Germany, for example the photo archive consists of photographs from private lenders, donors and professional photographers. The private shots in particular

piloting and/or implementation of the	provide unparalleled insight into the lives of immigrants. They aid our understanding of migration by presenting aspects of everyday life, such as living situations, clubs and societies, leisure and culture, as well as political participation and protest. As a migrant led initiative DOMiD is an extraordinarily ambitious and successful example of an important social record of the impact of migration to Germany and its benefits to society in general.
Best Practices success story?	<p>In addition, they established an educational program "DOMiD macht Schule" funded by a grant from NRW's Ministry of Family, Children, Youth, Culture and Sport for the year 2014.</p> <p>"DOMiD macht Schule" was a joint project between DOMiD and the Kathe-Kollwitz Comprehensive School (Gesamtschule) in Leverkusen. The program goals were to sensitize teachers and pupils to the topic of migration and to teach migration history and intercultural skills. In addition, the project demonstrates the important work that archives perform in securing historical and cultural artifacts.</p> <p>The educational programme was built upon seven thematic modules, which were appropriate for many age groups and can be applied within a variety of lesson plans. At the end of the project, interested teachers and students had access to a results report, which included a summary of the project and a compilation of the teaching materials which emerged from it.</p>
If any, what are/were the sources of funding?	In addition to core funding, mainly regional government of North Rhine Westphalia, DOMiD has also been successful in securing one of grants and allows public donations through its website.
Achievements, results and impact	There is a demand for empirical resources that allow the story of migration to be told through fact-based representations of the past. Museums that are carefully curated to tell the truth of migration from the migrant perspectives are essential to balance the stories presented as truth in some contemporary political and media discourses.
What are the key lessons learnt and the key conditions for success?	The lesson is that there are many histories of a nation and it is important to ensure that there is an opportunity for the authentic voice of migrants to be heard as a central part of this national narrative. Artefacts, photographic displays, school programs (etc.) curated by permanent academic staff enable the integration of these histories into society through museums, exhibitions, school curricula and travelling displays.
Additional information	Similar projects also exist that celebrate the contribution of migrants around the world. For example:

	https://migreat.wordpress.com/2014/12/13/iamamigrant-celebrating-migrants-around-the-world/amp/ UK: https://www.bbc.co.uk/bitesize/guides/zkg82hv/revision/5 Australia: http://www.migrationheritage.nsw.gov.au/belongings-home/about-belongings/australias-migration-history/ France: http://www.histoire-immigration.fr/
Sources	https://www.domid.org/en/domid

VI. Greece

1. Summary

Type of practice	Title of the practice
Best practice: CULT	ODYSSEUS, Lessons learned from education of migrants in the Greek language and culture
Best practice: ECO	Curing the Limbo, matching the refugee skills for employer and labour market
Best practice: SOC	Pilot programme for social coexistence
Best practice: CULT	Migratory birds
Bad practice: SOC	International Cooperation for Rehabilitation and Social Integration of Refugee Women in Turkey and Europe (Greece, Romania, Poland, Latvia, Czech Republic and Albania)
Bad practice: ECO	Change Makers Lab (CML)
Bad practice: CULT	Aid Makers

2. Best practices: ODYSSEUS – Education of immigrants in the Greek language, history and culture (CULT)

Title of the success story (in English) of the Best Practices success story	Education of immigrants in the Greek language, the Greek history and the Greek culture - ODYSSEUS
Title of the Best Practices success story (in national language, if available)	Εκπαίδευση των μεταναστών στην ελληνική γλώσσα, την ελληνική ιστορία και πολιτισμό "Οδυσσέας"
Detailed description of the Best Practice Context driving the implementation of the action	<p>The educational programme offers the following levels: A1 (course length -125 hours), A2 (course length -175 hours), B1 (course length -185 hours) and B1 in which emphasis is laid on speaking skills (course length - 195 hours).</p> <p>The programme is structured in four levels.</p> <p>Level A1: It aims at beginners and false beginners. False beginners are those who do not acquire all the language skills of the Greek language (language understanding/production of oral/written word). Usually, the false beginners are able to talk (understanding & production), thanks to their daily social contact, but they are unable to write (understanding & production).</p> <p>Content: Introductory courses in Greek language, history and culture, as well as in the lifestyle of the Greek society. The learners develop their linguistic skills but also useful social skills, in order to deal with communication situations of everyday life and familiarise with the social environment, history and culture of the country.</p> <p>Topic: The Greek language and the sociocultural dimension of its cultural elements.</p> <p>Course length: 125 hours</p> <p>Level A2: It aims at beginners who acquire all the language skills of the Greek language.</p> <p>Content: Courses on Greek language, history and culture.</p> <p>Topics: This particular level offers two (2) topics: Greek language courses of 160 hours' length and Greek history and culture elements of 50 hours' length.</p> <p>Course length: 175 hours</p> <p>Level B1: The candidate is able to act in an autonomous and effective way under common communication circumstances. At this level, the learner - who has successfully completed the level A2 and is well aware of the living conditions and</p>

	<p>the social conventions governing various activities- he will be trained to a higher level of comprehension and production of written and oral word, thanks to which he will be able to meet situations like ordinary transactions of everyday life that require the use of highly stable linguistic structures.</p> <p>Topics: This particular level offers two (2) topics: Greek language courses of 160 hours' length and Greek history and culture elements of 50 hours' length.</p> <p>Course length: 185 hours</p> <p>Level B1, with emphasis on speaking skills: The development of speaking skills, (i.e., comprehension and production of oral word) meet the daily communication needs of the target group (adult immigrants), when this group comes in contact with the native speakers of modern Greek in the host country (Greece). The learner is trained on communication activities, in order to be able to understand the main topic of radio and television shows, to spontaneously participate in a conversation on subjects which directly affect his life (family, work, hobbies, travel/transport, news) and express his experiences, views, needs, desires and goals. At this level of knowledge of the Greek language, the learner must also acquire basic knowledge of history, culture and socio-political organisation of the host country (Greece). The certification of this knowledge can be also performed through an oral exam.</p> <p>Course length: 195 hours</p>
When was the Best Practice success story implemented?	2013-2015
Scope of Best Practices success story	Best Practices and lessons-learned have been widely disseminated at national level. Today, several relevant programs have been built on the lessons-learns and tools developed in the framework of programme "Odysseus".
Bodies/entities involved	Youth and Lifelong Learning Foundation
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	<p>The "Odysseus" programme formed part of the Operational Programme "Education and Lifelong Learning" of the Ministry of Education, Research and Religious Affairs and it was co-funded by the European Union (European Social Fund) and national funding.</p>
Achievements, results and impact	<ul style="list-style-type: none"> - Promote intercultural education; - Enrich cultural competencies of the beneficiaries; - Increase mutual understanding; - Facilitate cultural and social integration of migrants

What are the key lessons learnt and the key conditions for success?	The programme and the tools developed have been replicated by several state and non-governmental actors. Currently, there are several relevant programmes implemented across Greece.
Has there been any formal evaluation of the Best Practices success story?	Yes, the programme coordinator provided evaluation reports to the donor.
Additional information	<p>After the successful completion of each level, migrant/beneficiaries could participate in respective Greek language exams (which were conducted twice a year under the General Secretariat for Lifelong Learning, of the Ministry of Education, Research and Religious Affairs).</p> <p>Apart from their main educational purpose, programme "Odysseus" aimed to develop the beneficiaries' competences necessary for the certification of knowledge of the Greek language, history and culture. This knowledge will facilitate both the effective social inclusion and the lingua- cultural competence required for the certification exams. Finally, the educational process is based on a standard certification system relating to the recognition of the political and social rights of the trainee (e.g., the long-term resident status).</p>
Sources	<p>https://www.inedivim.gr/en/programmes-actions/%E2%80%99Odysseus-education-immigrants-greek-language-greek-history-and-greek-culture</p> <p>http://www.gsae.edu.gr/en/press/275-lr-l-r</p>
Metadata and key words for on line search	INEDIVIM, programme "Odysseus"

3. Best practice: Curing the Limbo, matching the refugee skills for employer and labour market (ECO)

Summary	<p>Refugees who have received asylum but have not yet managed to normalise their lives in Athens by engaging in everyday activities are the main participants of the program, which aims to actively support them to exit the "limbo" state, caused by long-time inactiveness and an overall feeling of uncertainty. "Curing the Limbo" co-formulates a model of action, in order to address this state of inertia through participatory activities and consultation with the refugee population, active citizen groups, owners of vacant properties, and city entities. The innovative action plan ensures a spillover effect and impact spreading on a broad number of beneficiaries, beyond the direct participants. "Curing the</p> <p>Limbo" is founded on the principle of giving back to citizens and the city; this is the added value of the program.</p>
Title of the success story (in English) of the Best Practices success story	<p>Curing the Limbo – From apathy to active citizenship: Empowering refugees and migrants in limbo state to ignite housing affordability</p>
Detailed description of the Best Practice Context driving the implementation of the action	<p>The International Rescue Committee (IRC) will develop the framework for the Employment Services of the project. The provision of employment services includes "Job Readiness Trainings" for the beneficiaries of the project, which contains employment expectations, workplace culture and rules, interview practice and reliability establishment. The output of this activity will be a Job Readiness Training Guide, which will include transferrable lessons that may be applied to EU cities. The Guide will include procedures for the labour preparation and integration of refugees and will outline the specific conditions and how they have been overcome at the city of Athens. During the last 6 months of the project, IRC will help identify lessons learned and best practices in employment services to be taken into account for potential scale up or replication.</p> <p>Refugee skills and strength-based assessment:</p> <p>IRC is supported by its technical advisory unit, which has vast experience of implementing employment service programs in urban refugee contexts around the world and in the US. Based on the IRCs' developed methodology, the program will operate on a "strength-based approach", which means that the strengths, skills and preferences of refugees will be assessed and used in the design of their own employment plan and selection to participate at the project complementing activities such as the hard skills and language trainings and activities in the city of Athens. The deliverable under this activity will be strength-based assessment of the project beneficiaries in order to better understand the short-term and long-term goals of refugees. The assessment report will cover refugees' goals, work history, skills and abilities, education, language proficiency, as well as the challenges,</p>

	<p>including legal and financial barriers that exist in their search for a job.</p> <p>Private sector and training provider mapping:</p> <p>While conducting the refugee skills assessment, the project staff supported by IRC, will also work to identify interested employers in growth sectors, training providers, financial services providers and other private sector stakeholders that can support employment service provision for refugees. The mapping will be used by employment specialists to identify opportunities and provide information to refugee beneficiaries. IRC and partners will develop a specific plan of action to for engaging with the private sector and beneficiaries to encourage refugees' integration into the labour market, engagement of potential employers, as well as the methodology to approach and engage these stakeholders.</p>
When was the Best Practice success story implemented?	2018-2021 (ongoing)
Scope of Best Practices success story(EL), cross- border, national, regional; economy wide or sector- specific)	<p>Sustainability is of key importance to Urban Innovation Actions funded projects. Through the implementation and evaluation of "Curing the</p> <p>Limbo" pilot initiatives, we aim to introduce a viable model of action, under the UIA pillar "Integration of Migrants and Refugees", thus ensuring the programme's sustainability in Athens until 2021, which marks the end of "Curing the Limbo". In this regard, the focus is on refugees themselves, as they are becoming socially active and integrated into city life, which allows them to interact with their neighbourhood, the city, fellow residents, and citizens.</p> <p>At the same time, the strategic objective of the program is to transform the introduced model of action, under the UIA pillar "Integration of Refugees and Immigrants", into a public policy proposal that would be sustainable in every European city. The City of Athens maintains an organic role as a local government, institutional body that can ensure the continuation of the program. The "Curing the Limbo" initiatives and good practices would thus be transformed into large-scale policy proposals.</p>
Bodies/entities involved	<p>Project partners:</p> <p>City of Athens, Development and Destination Management Agency (ADDMA) of the City of Athens, University of Athens, Catholic Relief Services (CRS), International Rescue Committee (IRC)</p>
<p>Specific features</p> <p>Description of how the Best Practices success story operates in practice</p>	<p>The innovation of "Curing the Limbo" lies on collaborative modelling, which provides retraining and affordable housing. At the same time, by improving their basic skills, refugees are more likely to get employed, mainly in areas of the exchange economy and the social entrepreneurship sector. The program aims to introduce a dynamic model of action, ensuring that refugees are becoming socially active again, get trained, attend courses in Greek, English and ICT, interconnect with active citizen</p>

	<p>groups via synAthina, a City of Athens initiative, gain access to affordable housing, while they themselves provide for the neighbourhoods of</p> <p>Athens. In coming together in various ways, refugees and the city exit the "limbo" state, take action, and start to cooperate and co-exist. This is the big challenge that "Curing the Limbo" has to face.</p>
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the	<p>Donor: Urban Innovative Actions (UIA)</p> <p>Project partners:</p> <p>City of Athens, Development and Destination Management Agency (ADDMA) of the City of Athens, synAthina initiative (of the City of Athens), University of Athens, Catholic Relief Services (CRS), International Rescue Committee (IRC)</p>
Has there been any formal evaluation of the Best Practices success story?	<p>Yes, the programme coordinator provides evaluation reports to the donor.</p>
Sources	<ul style="list-style-type: none"> - https://www.uia-initiative.eu/en/uia-cities/athens - https://curingthelimbo.gr/
Metadata and key words for online search	<p>Curing the Limbo</p>

4. Best practice: Tilos: Pilot Programme for Social Coexistence – Τήλος: Πιλοτικό Πρόγραμμα Κοινωνικής Συνύπαρξης (SOC)

Summary	<p>Tilos - Pilot Programme for Social Coexistence</p> <p><i>NGO SolidarityNow's innovative Accommodation & Hosting program in</i></p> <p><i>Tilos started in 2016. The program proved in practice how integration of refugees in local communities can be a lever for sustainable development in a local community. The organization's vision of this program being a model of hospitality and social integration and ideal coexistence, became an international example of positive change: a tangible example, with concrete results and achievements that can be replicated in other</i></p> <p><i>European societies on how a "crisis" may be transformed into "a success story".</i></p>
Title of the success story (in English) of the Best Practices success story	Tilos – Pilot Programme for Social Coexistence
Title of the Best Practices success story (in national language, if available)	Τήλος – Πιλοτικό Πρόγραμμα Κοινωνικής Συνύπαρξης
Detailed description of the Best Practice Context driving the implementation of the action	<p>According to SolidarityNow programme coordinator <i>"Unlike Lesbos and other islands, we got locals on side from the beginning. In places like Lesbos the numbers [of refugees] were huge, but no attempt was made to integrate them - they were stuck in camps. This is not a good model."</i></p> <p>Instead, SolidarityNow works with a three-stage, more inclusive, framework. The first stage is to get the local population to accept the refugees. The second is to organise Greek classes to provide the requisite language skills; and the third, and most crucial is to get refugees working. NGOs cannot support migrants indefinitely. More than this, it is only through employment that they can contribute to their host society.</p> <p>On Tilos, SolidarityNow programme coordinator continues, they found the perfect opportunity. "During summer the island gets tourists so hotels and shops need extra people. We contacted local businesses and said 'Why hire someone from Athens when you have people here on the island for whom you won't need to pay travel or accommodation costs?' It made total commercial sense for them. It wasn't charity. It was a win-win situation."</p> <p>Beyond mere employment lies the final jigsaw piece: entrepreneurship. Tilos may only have a few hundred people, but it has thousands of goats. Thus far they are</p>

	only milked for personal consumption. Plans are in place for refugees to partner with locals to set up a cheese factory and export local produce internationally.
When was the Best Practice success story implemented?	Started in 2016 on Tilos island, until 2018. Currently, the project is ongoing thanks to local authorities' efforts and UNHCR Greece.
Scope of Best Practices success story: cross- border, national, regional; economy-wide or sector-specific)	Overall objective of the project was the social inclusion of recently arrived migrants/refugees in Tilos.
Bodies/entities involved	Greek NGOs, UNHCR, Tilos Municipality
Specific features	The programme consisted of three stages: <ol style="list-style-type: none"> 1. The first stage is to get the local population to accept the refugees. 2. The second is to organise Greek classes to provide the requisite language skills; and 3. the third, and most crucial is to get refugees working.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	UNHCR, EU
Has there been any formal evaluation of the Best Practices success story?	Yes, the programme coordinator provided evaluation reports to the donor.
Sources	<ul style="list-style-type: none"> - www.solidaritynow.org/en/home-for-hope/ - https://www.solidaritynow.org/en/livingtogether_mohsan/ - http://donors.unhcr.gr/relocation/en/2017/03/23/tilos-an-island-of-solidarity/ - https://www.theguardian.com/commentisfree/2017/sep/07/europe-integrate-refugees-migration-greek-island-tilos-integration - https://www.bbc.com/news/av/world-europe-40586229/the-greek-island-where-syrian-refugees-are-welcome
Metadata and key words for on line search	Tilos island, migrants, refugees

5. Best practice: Migratory Birds – Αποδημητικά πουλιά (CULT)

Summary	<p>Migratory Birds is a newspaper set up by young migrants in Greece to tell their side of the story. Each issue of Migratory Birds contains reported articles, personal essays about life as a refugee, poems about love during the refugee crisis, recipes for traditional Afghan or Syrian food, and advice about where to find Athens' best falafel. The newspaper is published in five languages that represent the tongues of its contributors: Greek,</p> <p>English, Arabic, Farsi and Urdu.</p>
Title of the success story (in English) of the Best Practices success story	Migratory Birds
Title of the Best Practices success story (in national language, if available)	Αποδημητικά πουλιά
Detailed description of the Best Practice Context driving the implementation of the action	<p>Migratory Birds, which boasts a bimonthly circulation of 13,000, is one of the only refugee-led initiatives in Greece left still standing, and is written entirely by young journalists. It began...</p> <p>".... in the vegetable garden of the camp at Schisto. 15 Afghan and one Greek girl took part in this film, seated on a piece of plastic under the shade of the trees, taking part in various photography lessons.</p> <p>The trigger for the creation of the newspaper was the arrival of various reporters in the camp and their rebuttal by the inhabitants, who believed that any interview they gave would never reach the people it should. And even if it did go beyond the limits of the camp with the aim of contributing to the solution of various problems, nobody would actually be particularly interested. And so, we decided to become reporters ourselves, to become the voices of the refugee world and to record those voices in our very own newspaper."</p> <p>https://medium.com/migratory-birds/editorial-8-a-whole-year-of-migratory-birds-a90753836c7</p>
When was the Best Practices success story implemented?	Now on its 14th issue, Migratory Birds was established in April 2017

Scope of Best Practices success story (EU, cross-border, national, regional; economy- wide or sector-specific)	Greece but translated into five different languages: Greek, English, Arabic, Farsi and Urdu
Bodies/entities involved	Network for the Rights of the Child and implemented with the support of the UNHCR, the Rosa Luxemburg Foundation - Greece Annex, the General Secretariat for Youth, the Open Society Foundation and the Dutch Embassy in Greece, the newspaper Εφημερίδα των Συντακτών (Efimerida ton Syntakton), Athens Migration Coordination Centre.
Specific features Description of how the Best Practices success story operates in practice	This was an activity developed by young people with almost nothing other than their determination to give themselves voice and provide a vehicle for their telling their side of the story. They had to battle hard to set this up and overcome cultural and social obstacles. The features are powerful (e.g. "What is the meaning of school today: it is where you fight injustice with a pen" By Fatima Hossaini and Nazila Ghafouri or "What an Afghan woman wants to say to an Afghan man" by Mahdiah Hossaini in issue 3) and well written even to the editorial standards of the national paper Εφημερίδα των Συντακτών (Efimerida ton Syntakton – Efsyn). Poems and photographs are also excellent quality.
What resources and other relevant organizational aspects are involved in the piloting and/or implementation of the Best Practices success story?	This was an initiative from the Network for the Rights of the Child and implemented with the support of the UNHCR, the Rosa Luxemburg Foundation - Greece Annex, the General Secretariat for Youth, the Open Society Foundation and the Netherlands Embassy in Greece.
Achievements, results and impact	13,000 copies distributed. The key lesson is that the need to express an experience is central to any group including migrants. For younger migrants it is an opportunity to also express their needs against their pasts and presents to help map their future.
Has there been any formal evaluation of the Best Practices success story?	Not to my knowledge but I have asked
Sources	https://ddp.gr/2006/07/19/efimeridia-apodimitika-poulia/

6. Bad practice: International Cooperation for Rehabilitation and Social Integration of Refugee Women in Turkey and Europe (Greece, Romania, Poland, Latvia, Czech Republic and Albania)

Summary	Overall, the rational of the project was in line with key needs, but there was not a reliable sustainability plan, while the implementation failed to address the special needs of the Greek pilot.
Title of the story (in English)	International Cooperation for Rehabilitation and Social Integration of Refugee Women in Turkey and Europe (Greece, Romania, Poland, Latvia, Czech Republic and Albania).
Project description	The aim of the project was to produce an applicable model programme for integration to society and rehabilitation of migrant women living out of camps. The project aimed also at finding solutions the problems faced by the women in order to increase their life standards. The project activities were implemented in three steps: - Rehabilitation; - Informative Activities about the refugee rights and – Social integration.
Why the project failed to achieve its objectives in the Greek pilot?	<ul style="list-style-type: none"> - Poor dissemination strategy - The Greek partner had no direct or field experience in implementing migration-related projects - The project failed to address the specific country needs.
When was story implemented?	2016-2018
Bodies/entities involved	Jaunatnes Organizaciju Apvieniba IMKA Latvija (LV), ARCA – Romanian Forum for Refugees and Migrants (RO), GLAFKA S.R.O. (CZ), Association of Psychosocial Rehabilitation Albania (AL), Institute of Entrepreneurship Development (EL), Akademia Humanistyczno-Ekonomiczna W Lodzi (PL)
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the story?	<ul style="list-style-type: none"> - EU - Erasmus+ - Key Action: Cooperation for innovation and the exchange of good practices
Has there been any formal evaluation of the story?	Yes, the coordinator had to provide progress reports to the donor.

Sources	http://www.ua.gov.tr/docs/default-source/Bro%C5%9F%C3%BCr/erasmus-30-v%C4%Bll.pdf?sfvrsn=0 http://womenintegration.gantep.edu.tr/
Metadata and key words for on line search	Social Integration of Refugee Women in Turkey and Europe, Erasmus+ project

7. Bad practice: Change Makers Lab

Summary	Change Makers Lab (CML) is a platform which in the medium term aimed to form a sustainable innovation and entrepreneurship environment on Lesbos Island, Greece. Furthermore, it aimed to create an enabling environment through which locals and refugees can co-create self-sustainable solutions, stimulating integration and local economic development.
Title of the story (in English)	Change Makers Lab (CML)
Project description	The CML project focuses on the social and humanitarian entrepreneurship sector and will include: a coworking space in the centre of Mytilene, as a base of the Lab's activities an accelerator / incubator for social and humanitarian tech solutions educational programs, workshops, seminars, events and conferences organising
Why the project failed to achieve its objectives in the Greek pilot?	While project idea was quite innovative, it was partially implemented and failed to achieve its objectives due to: lack of clear project methodology; lack of project work plan; lack of a comprehensive dissemination plan.
When was story implemented?	2015-2017
Bodies/entities involved	Change Makers Lab, NGO
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the story?	Private funding
Sources	http://chanEemakerslab.com/about/
Metadata and key words for online search	Change Makers Lab, Lesbos

8. Bad practice: Aid Makers

Summary	Aim of the project was to bring together refugee, local and international designers' makers and producers in a digital fabrication studio in Lesvos- Greece, ameliorating migrant/refugee cultural integration on the one hand and creating open source processes, programmes and products, on the other hand. Project's ambition was to convert waste in the camps, into bold, creative and revolutionary items that improve the livelihood and the wellbeing of the community.
Title of the story (in English)	Aid Makers
Why the project failed to achieve its objectives in the Greek pilot?	No clear objective Failed to address the real needs of the refugees/migrants living at Kara Tepe camp, Lesvos/Greece Lack of cost-effectiveness Limit number of beneficiaries Limited resources Lack of project methodology and concrete plan
When was story implemented?	2017
Bodies/entities involved	NGO Latra
What resources and other relevant organisational aspects are involved in the piloting and/or regular implementation of the story? If any, what are/were the sources of funding?	Private funding
Sources	www.latra.gr
Metadata and key words for on line search	LATRA, Kara Tepe, Lesvos

VII. Italy

1. Summary

Type of practice	Title of the practice
Best practice: SOC	Strange foreign women in Rome
Best practice: SOC	Casamonica, fighting exclusions and local criminality
Best practice: SOC	Italian citizenship conferred on two 13-year-old Egyptian boys, Adam and Ramy, for their courageous behaviour of high ethical and civic value
Best practice: CULT	Associazione Carta di Roma: a good practice – success story about communication on migration
Best practice: SOC	Redesign our city
Best practice: SOC	Urban regeneration and active citizenship in Crotone
Best practice: SOC	Knight of the Order of Merit of the Republic the sociologist Marco Omizzolo, for research and fighting against illegal working condition in Latina
Best practice: ECO	Job opportunities for immigrant women, food and zero waste
Best practice: SOC	Bella Milano, training for little teams to increase linguistic and behavioural soft skills
Best practice: SOC	FAMI fra noi, public/private partnerships for work, housing, family and communication
Best practice: SOC	Galileo Galilei, improving the public image of migrants in Treviso
Best practice: SOC	Human corridors, programmes and policies
Best practice: SOC	Women in small business award
Best practice: ECO	Small business support services network

Best practice: ECO	Caporalato, An informal and illegal practice in the agricultural sector
Bad practice: SOC	Law 113/2018, Security Decree, exclusion of asylum seekers from registration
Bad practice: SOC	ATER Social Housing, restrictions for immigrants
Bad practice: SOC	INPS Basic income for non EU citizens, pre-requisites based on country of origin documentation
Bad practice: SOC	Effective access for migrants to training programmes for refugee and asylum seekers
Bad practice: ECO	School meal discrimination, calculation methodology
Bad practice: SOC	Limited access to non-Italians to welfare project by the Ministry of Interior/UNRRA Call

2. Best practice: Strange foreign women in Rome (SOC)

Summary	Elisa Amoruso tells in her docufilm stories of foreign women who have subverted the classic imagery of the "immigrant", managing to build, independently, something important for them and for others. And it does so with stylistic beauty and narrative simplicity that allow immediate access to the contents of stories
Title of the success story (in English)	Strange foreigners women
Title of the Best Practices success story (in national language, if available)	Radoslava e una pescatrice che ha aperto una cooperativa di donne per utilizzare il pesce invenduto trasformandolo in prodotti alimentari Ana e Ljuba, l'una croata l'altra serba, sono amiche inseparabili che gestiscono insieme una galleria d'arte Fenxia detta Sonia e la proprietaria di uno dei migliori ristoranti cinesi di Roma Sihem, tunisina, si occupa di assistenza alle famiglie indigenti, ha messo in piedi un'associazione culturale per donne immigrate e dirige una casa famiglia per anziani. Sono le strane straniere protagoniste del docufilm di Elisa Amoruso che racconta la vita di cinque imprenditrici provenienti da Paesi lontani, strane solo nel non conformarsi allo stereotipo dell'immigrato desideroso di "farsi mantenere dallo Stato italiano.
Detailed description of the Best Practice Context driving the implementation of the action	Given the difficulties that women in Italy have to make their way as entrepreneurs, it is a comforting (and illuminating) example of these five "strangers" who have not even allowed the bureaucracy of our country, which slows down the initiatives of foreigners much more how much does not happen to the Italians, to put an end to their dreams.
Bodies/entities involved	Film riconosciuto di interesse culturale con contributo economico del MiBACT Con il sostegno della Regione Lazio - Fondo regionale per il Cinema e l'Audiovisivo Con il sostegno della Rappresentanza Italiana della Commissione Europea Distribuzione Istituto Luce Cinecittà.

3. Best practice: Casamonica, fighting exclusions and local criminality (SOC)

<p>Summary</p>	<p>Roxana Roman, 34 years old of Romanian origin, bartender of the "Romanina", a neighbourhood on the outskirts of Rome was, by the President of the Italian Republic Sergio Mattarella, named Knight of the Order of Merit of the Italian Republic, as a reward, for the courage to rebel, on Easter Sunday 2018 and in denouncing two members of the dominant Casamonica clan in the neighbourhood, then convicted. During the raid the exponents of the clan claimed to be served first, assaulting and beating a disabled girl, the Romanian bartender present and destroyed the Roxy bar in Via Barzilai alias Romanina.</p>
<p>Detailed description of the Best Practice Context driving the implementation of the action.</p>	<p>The intervention of Roxana Roman is an example, for the inhabitants of many areas of Italy who suffer, often without reacting, the delinquent domain of the various criminal organizations, long present in those areas such as "Mafia", "Ndrangheta" and "Camorra".</p> <p>Roxana Roman, a young immigrant woman, wife of a manager of a Bar, who, with exemplary courage, denounced the mafia violence by a clan, of which she was the victim, but finding the local and national institutions at her side, above all civil society, against the climate of silence that the Casamonica Clan had created in the southeast suburbs of Rome - <i>It is a message to Italy's society, economy and culture by migrants and articulation of these with the chosen messages: with raising awareness on migrants' contribution to Italian society. A Story of migrants, people with a normal life, among us and that without them our society could not be the same and articulation of these with the chosen messages: with raising awareness on migrants' contribution to Italian society.</i></p> <p>From 2017 the police forces had detected the permanent delinquent presence, in many suburban areas of Rome, of a clan, with a family connotation, (the "Casamonica"), with connections also with other areas of Italy, dominant in the sale of substances drugs and that they had assumed towards the local citizens, behaviours of "Master of the controlled Area", with clamorous demonstrations like the religious funeral for the boss Vittorio Casamonica, with rains of flowers from helicopters, and with the seizure of luxurious villas of other boss Salvatore Casamonica</p> <p>The Institutions (Police, Carabinieri, Guardia di Finanza, Municipal Authorities, Courts) after the assault on the bar of Roxana Roman reacted and also the Italian civil society supported the denunciation of Roxana Roman and the interventions of the Institutions.</p>

	<p>The mayor of Rome, Virginia Raggi, supporting Roxana Roman, said: "Let's not lower our gaze".</p> <p>The Deputy Prime Minister of the Italian Government Salvini: "Another success against the criminals" and "Thanks to the police and the judiciary for the operation against the Casamonica."</p> <p>The Lazio Region is constituted "Civil Part" in the process against the Casamonics.</p> <p>Following the complaint by Roxana Roman, the police followed many police arrests and severe sentences against the Court of Rome with:</p> <p>Antonio Casamonica was imprisoned for seven years due to mafia-style injuries and violence and was banned in perpetuity by public offices and even probation for 3 years after having served his seven-year sentence. Antonio Casamonica will have to compensate the invalid civilian victim of aggression against the owner of the bar and his wife Roxana Roman for moral damages to the Lazio Region and other civil parties.</p> <p>Roxana Roman gave a lesson in civil courage, with the revolt against the mafia methods now more and more widespread in Italy with violence, the so-called lace, often with the murder of honest citizens who oppose it, as happened with the killing of the Grasso dealer in Palermo.</p> <p>Therefore the recognition of the nomination, by the President of the Republic of Roxana Roman Knight of the Order of Merit of the Italian Republic, represents a "Best Practices" to take as an example.</p>
When was the Best Practices success story implemented?	<p>The action began on Easter 2018 and was completed with the aforementioned nomination as a Knight of the Republic by Roxana Roman, and the condemnation of the Court of Antonio Casanova in June 2019</p> <p>The denunciation of Roxana Roman for the start of the investigations by the Police Commission of the Romanina (Rome) is crucial. Following this complaint, the Public Prosecutor of Rome opened an investigation that led to heavy sentences for the Clan Casamonica by the Court of Rome.</p>
Bodies/entities involved	<p>the complaint presented by Roxana Roman involved:</p> <ul style="list-style-type: none"> - the Public Prosecutor who investigated further investigations, already underway for other crimes of the Casamonica Clan with the collaboration of all: - Police - Carabinieri - Guardia di Finanza - Courts - the Municipality of Rome, the Lazio Region, the Ministry of the Interior.

<p>Specific features</p> <p>Description of how the Best Practices success story operates in practice</p>	<p>Factors that have allowed Roxana Roman's complaint to be successful, in a short time:</p> <ul style="list-style-type: none"> • immediate, peaceful and legally compliant reaction e of the right to provocation, and to the aggressiveness of the aggressors. • the timely active solidarity of those present in the bar • immediate defence by Roxana Roman: of the disabled present in the attacked bar • the timely notification to the Police of what happened the prompt intervention of the police forces • the efficiency of the interventions of the Institutions (Police, Courts, Municipality of Rome, Lazio Region, Ministry of Interior) <p>the rapid condemnation of the aggressors by the Court of Rome - the immediate favourable reaction of "civil society"</p>
<p>What resources and other relevant organizational aspects are involved in the piloting and/or implementation of the Best Practices success story?</p>	<p>Casamonica condemned will have to pay:</p> <ul style="list-style-type: none"> • 60 thousand euros for the disabled victim of the aggression • 40 thousand to the owner of the bar and to his wife Roxana Roman • 5 thousand euros in favour of the Lazio Region • 20 thousand euros to other civil parties.
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>The Casamonica alia Romanina Raid has resulted in:</p> <ul style="list-style-type: none"> • Roxana immediately reports the Casamonica • The rapid condemnation of Antonion Casamonica at the seven years of prison • The President of the Republic Mattarella awards Roxana Roman • Subsequent blitz against the Casamonica of the Police and the Finance Police • Prison for other Casamonica people with seizures of villas and Propertie • the immediate favourable reaction of "civil society" against the clans' mafia.
<p>Sources</p>	<p>List of Newspapers:</p> <ul style="list-style-type: none"> - <i>Il Corriere della sera</i>: Corriere.it - <i>La Repubblica</i>: Repubblica.it - <i>La Stampa</i>: LaStampa.it - <i>Il Messaggero</i>: I Messaggero.it <p>List of Official sources:</p> <ul style="list-style-type: none"> - <i>Presidenza della Repubblica</i>: quirinale.it - <i>Ministero Interni</i>: interno.gov.it

	<ul style="list-style-type: none"> - <i>Comune di Roma:</i> comune.roma.it - <i>Reaione Lazio:</i> regione.lazio.it
Metadata and key words for online search	<ul style="list-style-type: none"> - Raid by Casamonica alia Romanina - Roxana Roman denounces the Casamonica - Blitz Police against Casamonica - Antonio Casamonica sentenced to seven years - President Mattarella awards Roxana Roman

4. Best practice: Italian citizenship conferred on two 13-year-old Egyptian boys for their courageous behaviour of high ethical and civic value (SOC)

Summary	The President of the Italian Republic conferred Italian citizenship in June 2019 to two 13-year-old Egyptian boys for their courageous behaviour of high ethical and civic value in thwarting the hijacking plan of the driver of a public bus on which they were both travelling together with their companions of the "Vailati Secondary School" (City of CREMA)
Title of the success story (in English)	"Italian citizenship recognized to two 13 year old Egyptian boys for their courageous behaviour of high ethical and civic value".
Detailed description of the Best Practice Context driving the implementation of the action	<p>A Boy, 13 years old, Ramy Shehata together with friend Adam El Hamami, both of Egyptian origins and with about 50 other boys of the "Vailati Secondary School" (City of Crema), were travelling by S. Donato Milanese (by Milan) on a public-school bus, hijacked by the driver Osseynou Sy for a terrorist attack. Ramy suddenly hid the mobile phone from the hijacker, first alerting the Italian Police, putting his own life at risk to save his companions.</p> <p>"L' autista ci minaccia col coltello, afferma <i>Rami Shehata</i>, 13 anni: "Su quel <i>bus</i> in fiamme ero certo di morire..."</p> <p>In the report by the Italian Interior Minister who accompanied the proposal for the Italian citizenship to the President of the Republic, he stressed "I believe that young people have made outstanding services to our country, for having contributed, with its gesture of high ethical and civic value, to foil the attempted massacre "also confirming the assignment of a gold medal for civil valor to the whole school," a splendid example of generous solidarity and extraordinary self-denial, oriented to the defence of the highest value of human life "</p>
When was the Best Practices success story implemented?	<ul style="list-style-type: none"> - 20.03.2019: the date of the Best Practices - 11.06.2019: the date of the Decree of the President of the Italian Republic for citizenship for outstanding services to Italy to Ramy Shehata and Adam El Hamami
Bodies/entities involved	<ul style="list-style-type: none"> - The President of the Italian Republic Sergio Mattarella - The Italian Interior Minister Mr Matteo Salvini - The Italian Deputy PM Mr Luigi Di Maio, - Cremona Governor, Mr Vito Danilo Gagliardi, - The Cremona Carabinieri Chief Commander, Mr Marco Piccoli - Crema City Mayor, Ms Stefana Bonaldi

	- President of the Union of Islamic Communities of Italy (UCOII), Mr Yassine Lafram
Specific features	A migrant noted for facts of courage and strength or nobility of purpose, especially one who has risked or sacrificed his or her life:
Description of how the Best Practices success story operates in practice	<ul style="list-style-type: none"> • Real-life story which demonstrates that the reality is totally different from the caricature often presented by populist • To deny that migrants are more criminal - but find people who are fighting criminality; • To deny that migrants are destroying social cohesion - but find people who are creating social solidarity and cohesion".
Achievements, results and impact	A conclusione della cerimonia il Prefetto ha salutato i ragazzi, nuovi italiani, ringraziandoli per quanto hanno saputo fare: "Senza il vostro coraggio probabilmente oggi ci sarebbero tante madri e padri in lacrime: vi ringrazio personalmente, e a nome del Paese che ora è anche il vostro".
What are the key lessons learnt and the key conditions for success?	<p>At the end of the Citizenship Ceremony the City Governor of Crema greeted the boys, the new Italians, thanking them for what they knew fare: "Without your courage probably today there are many mothers and fathers in tears: I thank you personally, and the name of the country that is now also yours".</p> <p>It's a best practice.</p> <p>The Italian Institutions have done well, due recognition, for the Italian citizenship to the two Egyptian boys and to the "Carabinieri" involved in the affair but also to the Vailati Secondary School of Crema, which, with their teachers have contributed to the training of the bus boys, for their responsible behaviour, without panic and common solidarity.</p> <p>The full operational and psychological efficiency of the two subjects involved (carabinieri from one side, the boys in the bus), with the efficient tools of communications, have brilliantly overcome the difficulties to identify the location of the bus, the environmental circumstances, the acts threatened by the aspirant terrorist, the tools of crime available and to improve the psychological conditions of the boys on the bus.</p> <p>It was therefore a complex operational agreement, which, due to the positive results, deserves not only the recognition of one of the Max Project Best Practices, but also the proposal for its diffusion, with the appropriate additions, in the other EU</p>

	<p>countries.</p> <p>To these motivations is added the particular significance of the Declaration of President Yassine Lafram, of the Union of Islamic Communities of Italy, which was not limited, as other imams, in similar cases, to the condemnation of the terrorist attack, but underlined the act of high symbolic content of the 2 Muslim boys with their active role for which they were promoted as honorary members of the Union of Islamic Communities of Italy (UCOII).</p> <p>Main "Lessons learned" from this best practice:</p> <p>to enhance EU prevention and preparedness policies and programs to mitigate the risk of such "unconventional" terror attacks lead also by single individuals</p> <p>to mitigate civil damages through active involvement of EU/National Civil Society and School Systems, EU/National/Local MEDIA large opinion multipliers, other Public/Private stakeholders;</p> <p>to develop training programs for teachers, media-journalists, social and economic partners, civil society organizations, security forces.</p> <p>To study the feasibility of a periodical awards at EU level for EU citizens and "new citizens";</p> <p>To analyse specific learning program in the EU educational system;</p> <p>"Ad hoc" Regulation for Public Bus drivers to prevent and mitigate hijack attack;</p>
Additional information on "Next practice"	<p>"Next practices", are developed principles, based on existing best practices, which can be followed/implemented/replicated to act as innovation tools in social situations where migrants' added value is underestimated/disregarded;</p>
Sources	<p>http://www.rainews.it/dl/rainews/articoli/Terrore-bus-da-oggi-Adam-e-Ramv-cittadini-italiani-054358ca-0997-4b2e-8075-724e67890be9.html</p>
Metadata and key words for on line search	<ul style="list-style-type: none"> - www.agi.it/blos-italia/straordinario-quotidiano/rami adam eroi cittadinanza italiana-5182372/post/2019-03-21L - https://www.la7.it/Diazzaoulita/video/ramv-e-adam-la-vita-dooo-la-strade-sventata-28-03-2019-267324 - https://www.adnkronos.com/fatti/cronaca/2019/07/27/adam-ramv-sono-cittadini-italiani GQsiNTvMsK12kOvKYXPOuK.html - https://milano.reoubblica.it/cronaca/2019/06/11/news/bus dirottato incendiato san donato ousseynou sy processo immediato-228511258/

5. Best practice: Rome Charter Association (CULT)

The Rome Charter Association was founded in December 2011 to implement the deontological protocol (CARTA DI ROMA) for correct information on immigration issues, signed by the National Council of Journalists (CNOG) and the National Federation of Italian Press (FNSI) in June 2008. The association works to become a stable point of reference for all those who work daily on the issues of the Charter, journalists and information operators in the first place, but also category organizations and institutions, associations and activists who have long been committed to the rights of asylum seekers, refugees, minorities and migrants in the world of information.

<https://www.cartadiroma.org/>

The Association promotes a dialogue between MEDIA - CIVIL SOCIETY - ACADEMIC WORLD on the issues related to Carta di Roma protocol and correct information on immigration and refugees' themes.

Highlights from analysis of information in 2018.

The analysis was carried out on different media and communication tools: Newspapers - Press

The analysis of the press is composed by two in-depth analyses

- 1) analysis of the content in the first five pages of the Italian newspapers
- 2) a lexical analysis of the titles of the press.

From the analysis made on the 5 newspapers that have written the greatest number of articles about immigration, there is a reduction of news dedicated to the subject compared to what was observed in previous years, but this does not appear proportionally related to the significant diminution of landings. The review from 2013 to 2018 shows that 2015 is the year that produced the highest number of titles, 19,185, equal to a daily average of 53 titles. But at the same time there is a common thread. That is the idea of an endemic crisis, of a disturbing foreign invasion. This meaning can be found in the use of a lexicon that concentrates, albeit with some variation over time, always on stigmatizing and excluding terms (Libero with 251 titles / articles and Il Giornale with 190). A distinction appears between these two newspapers which are particularly interested and oppositional to the subject, and the other three parts of the analysis (La Repubblica, Il Corriere della Sera and the fact Daily), which instead follow a decreasing trend. There is therefore a drop in attention compared to previous years.

MAIN FACTS AND KEYWORDS COVERED IN 2018:

Arrival and shipwrecks of boats with migrants: the management of arrivals is linked to the fears connected to the migration phenomenon, from the point of view of the European stability and the supposed risks of health contagion.

Link between immigration and criminality: terrorism, "invasion", degradation, the spread of disease and the threat to public order are the most used terms. The voice of crime and security collects 11% of the news on the front page of the newspapers.

The Home Office Ministers are the protagonists of the press titles. In the six years analysed, the ministers Alfano, Minniti and Salvini conquered 739, 459 and 1,419 titles in the Italian press respectively.

With the upcoming of the new "populist" government, the chronicle of arrivals, shipwrecks and tragedies at sea of the past years is progressively replaced by the chronicle of containment, port closures, border control and political debate on flow management. The news on the immigration issue has decreased, pervasiveness has decreased on all media, and the opening articles of the newspapers have also decreased. The seizure of NGO ships as well as the closure of the ports and border disputes with nearby countries also reinforce the theme of the need for security against terrorism.

The storytelling about reception and integration also has changed according to the new political climate (see in October the arrest of the mayor of Riace). The agenda on immigration and integration issues shows a gradual decrease, from 2015 to 2018, with a simultaneous increase in the voice of migratory flows, which rises from 23% in 2015 to 47 % of 2018. The stories of reception in the territories, both the positive ones of efficiency and collaboration between the institutions involved, and the more complex and conflicting ones, are progressively less and less covered by the news. The subjects of economics and labour linked to immigration are therefore residual, collecting only 2% of the news of 2018, while the item "terrorism" is reported in 5% of the news and often the different newspapers make more or less explicit connections between it and immigration.

The security question has gradually become the most important topic. From 2013 to 2018, the lexicon suggests images of an endemic crisis, initially humanitarian, subsequently unstoppable, political, systemic, of culture and values. The expressive power of this frame nourishes the need for protection from the threat, suspicion and hostility prevail over the cautious tolerance and outbursts of humanism of the first arrivals.

TELEVISION

Immigration as analysed on the television side is not so different; a search for substantive truth seems increasingly distant from what journalists actually do in all areas.

The quantitative and qualitative analysis was carried out on the prime time newscasts of the seven generalist networks: TGI, TG2 E TG3 for Rai, TG4, TG5 and Studio Aperto for Mediaset and TgLa7 for La7 (for a total of 2128 editions analysed in 2018). The analysis includes a diachronic comparison from 2005 to 2018 and an in- depth analysis of the last year, from January to October of 2018. During 2018, 4,058 news items were dedicated to the theme of immigration in prime time editions.

The increase of the news is not directly proportional to the growth of Italians' perception of migrants as a threat

to security and public order

The phenomenon maintains constant visibility in quantitative and qualitative terms. From this point of view it should be emphasized that the protagonists, migrants and refugees, remain in the background: the main focus of the services is the report of the political positions, not only those relating to the Italian context but also those of the European and international arena.

The only cases in which attention seems to apply to individuals are those related to crimes committed by foreigners, where the shootings show faces and details of the authors, even if they are not necessary and against privacy rules.

This type of communication goes towards a direction that reinforces the prejudice and confuses the semantic level of meanings: the word "clandestine" is more and more used, with an obvious negative connotation, besides being legally incorrect when it comes to migrants who require forms of international protection. "Defending the frontiers, the security of citizens and public order", the newscasts repeatedly frame the issue of security in two ways: internal protection from the threats of degradation and disorder associated with "foreigners" and external protection through the border closure.

SOCIAL MEDIA

The Associazione Carta di Roma report focuses on the Facebook pages of the newspapers, where seems even more prevalent a hostile and disparaging language ranging from direct insults to the apology of ethnic based violence. The news related to the racist raid/shooting in Macerata presents the greatest number of comments expressing a social alarm, designing a competition between categories fighting for insufficient resources, a war between the poor, between us and them.

The social alarm, as well as the security emergency, is used as a mitigating factor for the racist gesture.

The analysis of the comments on the postings on the Macerata shooting, even if it does not have the ambition of a quantitative analysis and even if limited to a very small sample, has in any case highlighted some critical characteristics of the debate, as it develops on the occasion of the publication on the Facebook pages of the newspapers of contents related to events involving migrants.

In particular, it was observed the presence and permanence of an openly hostile and discriminatory language, declined in various levels, ranging from insults (not addressed, it must be said, only against the category of migrants), to foul language, to the apology of violence against a group based on ethnicity. A flow of (in) consciousness is defined relatively to a phenomenon that is faced only in a political vision and of a divisive and oppositional type. Through social networks hate speech is conveyed and propagated in a rapid and widespread manner: the loss of mediated forms leads in fact to emphasize the propagation of less controlled expressive forms.

Vox, the Italian Observatory on rights, has studied hate messages on Twitter during the election campaign for the 2019 European elections: compared to the previous year, hate tweets against migrants are increasing by 15%, migrants are finishing in first place among the most affected social groups. According to the final report of the "Jo Cox" Commission on hatred, intolerance, xenophobia, and racism in Italy (2017), social media are full of insults, vulgarity, slander against migrants; their inferiority is not theorized at the scientific level, but only the negative aspects emerge, generally due to ignorance and disinformation. The tendency to make emotional appeals and their ideas prevails over reality.

Facebook, together with Microsoft, Twitter and YouTube, signed in May 2016 a Code of Conduct with the European Commission which provides for a more active commitment by large IT platforms to fight hate speech online. By subscribing to the code, Facebook is committed to implementing an effective system for reviewing comments reported by users as illegal or dangerous. Two years after the signing, an evaluation promoted by the European Commission has revealed that the IT companies have removed on average 70% of the contents reported and considered illegal and that in 80% of the reporting cases were examined within 24 hours, as per commitments.

6. Best practice: Redesign our city (SOC)

Date/period: April 2018

Dissemination level (transnational, national, regional, local, TBD): Local (Silea - Province of Treviso)

The project involved 42 middle class students and 8 beneficiaries of local Sprar Project.

At presence of educators, teachers and a representative of the Municipality, students and migrants discussed on the themes of migrations and social inclusion.

Using a multidiscipline approach, the participants tried to design and to define the characteristics of a welcoming community/city.

In particular, the participants were divided in small groups composed by students, migrants and educators of Sprar Project. Each group discussed starting from a question: "Imagine you are a person (Italian or foreigners) that arrive in Treviso without any point of reference. What do you need to feel comfortable?"

At the end, each group shared its project to the other group. Thanks to the team support, all the participants had jointly decided the essential services that a community needs to be a welcoming place for every citizen.

- Multi-stakeholder approach involving migrants, school, private social sector, public Institutions and local community.

- To be successful this project needs more continuous and coordinated actions to deal with the issue of immigration starting from a principle of equality, equal opportunities of individuals as citizens.

The main purpose of the project was to share a reflection on how a city can be welcoming starting from different points of view, becoming contaminated and finding a meeting point starting from very different life experiences.

7. Best practice: Urban regeneration and active citizenship (SOC)

Date/period: June 2019

Dissemination level (transnational, national, regional, local): Local (Crotone-Calabria Region)

Author (s) (Public body, association, single person): Agora Kroton Social Cooperative

The project idea was born during the Day of Volunteers organized by Student Union Association of Crotone where some migrants showed their will to participate to the activity of the maintenance of public green areas. Agora Kroton Social Cooperatives, supported by Municipality and Student Association, organized a training programme for Spar beneficiaries and local community aimed at promoting the culture of the social inclusion and of the valorisation of local asset.

The beneficiaries and the students were trained in maintenance of green and public areas (safety in the workplace; gardening; painting, repainting and decoration fences and benches; Restoration and maintenance of the children's playgrounds, etc.). After that, they did some activities on site at the public garden and children's playgrounds.

- Multi-stakeholder approach involving
- Municipality, Spar Management Body, Youth Association and migrants
- To develop new skills for beneficiaries
- To promote social inclusion
- To promote intercultural dialogue
- To promote the culture of Volunteering

The beneficiaries had the opportunities to meet the local people, to share their culture, to show their abilities and to demonstrate how they can contribute to the develop of the community that has welcomed them.

8. Best practice: Knight of the Order of Merit of the Italian Republic the sociologist Marco Omizzolo (SOC)

Summary	Knight of the Order of Merit of the Italian Republic the sociologist Marco Omizzolo who has been fighting as researchers and citizens for years against the illegal hiring and exploitation of immigrants in the Agro Pontino (Latina-Sabaudia)
Title of the success story (in English)	Knight of the Order of Merit of the Italian Republic the sociologist Marco Omizzolo
Detailed description of the Best Practice Context driving the implementation of the action	<p>RAI - Italian television radio, in recent days, in his TV program (Third program) for the "New Heroes", he exemplarily represented and underlined the long and difficult commitment of Marco Omizzolo in recounting the living and working conditions of Indian labourers, in the countryside of Agro Pontino and their inhuman exploitation by Italian employers and Italian and Indian corporals.</p> <p>The TV program underlined the passionate and professional commitment of Marco Omizzolo made available to this exploited and injured minority in its fundamental rights and long forgotten by the institutions.</p> <p>The RAI TV program illustrated the significant episodes of the Marco Omizzolo's interventions with the organized union actions, the symbolic occupations of farms without disturbances, the organization of strikes and demonstrations and protest actions by the Indian labourers who found solidarity and support in the public opinion and in the press.</p> <p>Positive interventions of Marco Omizzolo exploited on immigrants also include numerous complaints against Indian corporals, Italian bosses and human traffickers and professional investigations into illegal systems for exploiting the work of immigrants.</p> <p>The recognition of the President of the Republic, and the RAI-TV program The "New Heroes" are therefore the recognition of "Best Practice" of the actions described above carried out by "Marco Omizzolo"</p>
Bodies/entities involved	Ceremony awarded by the Italian President of the Republic H. E. President Sergio Mattarella

9. Best practice: Associazione Cinampa (ECO)

Place: Udine (UD)

Involved person(s): Cinampa Association - immigrant women

The story is about: Economy

Description: The inter-ethnic and intercultural association Cinampa was established in Udine at the end of 1998 by women, natives and migrants. Through the food, the Cinampa Association maintains the link between the woman's original culture and the host country culture, shortening distances and facilitating the meeting with people of different backgrounds.

Outputs of the success story in terms of impact on the communities and dialogue with the citizens:

The "outputs" can be summarised as:

- creation of job opportunities for immigrant women
- creation of spaces for informal dialogue between different cultures and sensibilities
- participation in the development of a "zero-waste" network where disadvantaged families could benefit from the reuse of supermarkets and restaurants food surpluses and specific support on food education

1. Reason(s) for the choice

The story puts into evidence the following items:

- the relevance of job creation for immigrant women, normally disadvantaged in finding job
- the relevance of job creation as a driver for the social and economic empowerment of immigrant women
- how small scale and concrete initiatives (ex. Cooking trainings) could reach better the local communities
- how the third sector could play an important role in valorising immigrants' skills and in developing a communitarian approach to the matter of immigrant and their involvement in society.

2. When it happened?

The association was founded in 1998

3. Further actors involved in the story (e.g. third sector, public bodies, informal groups, citizens)

The association developed a network of partners such as:

- Parishes
- municipalities
- other associations
- single citizens

4. Useful links to the story/other information

<https://www.alimentarewatson.oro/la-filiera/>

10. Best practice: Bella Milano (SOC)

Place (Italy/Region/Municipality): Lombardy, Milan

Involved person(s): 40+ people involved

The story is about: Society

Description: Bella Milano is a social project funded by the municipality of Milan, Italy, which aims to involve fragile people in the city care. Beneficiaries are divided into little teams (made of max 5 people) and assigned with a neighbourhood to take care of. Teams are composed by people of different ethnicity who need to understand and speak with each other in order to reach their goal.

Outputs of the success story in terms of impact on the communities and dialogue with the citizens:

People involved in the project reported their satisfaction with the actions implemented, as they had the chance to train their soft skills (linguistic and behavioral) in a protected environment, in order to be ready to take up a job and be independent. Also, people living in the neighborhoods involved reported to be satisfied with the output of the project.

Reason(s) for the choice

We decided to choose this story because according to us this is a great example of integration: as the intervention teams are made up by people from Italy and third countries, helping each other to overcome their fragilities.

When it happened

2018-2019

Further actors involved in the story (Ex. Third sector, public bodies, informal groups, citizens. Etc.)

Consorzio Farsi Prossimo - Milan Municipality - Detto Fatto Social Cooperative

Useful links to the story/other information: www.extrapulita.net/la-rete/citta-extrapulite/95-bella-milano#

11. Best practice: Fami Fra Noi (SOC)

Place (Italy/Region/Municipality): 10 regions in Italy

Involved person(s): Many people have been involved in the project in the 10 Italian regions where the project was run. In total, we had 566 individual plans realized.

The story is about: Society

Description: "Fami Fra Noi" is a project implemented thanks to FAMI funds, which aimed to create a network of alliances between profit and non-profit, in order to develop projects and practices of stable integration of refugees.

1. Outputs of the success story in terms of impact on the communities and dialogue with the citizens:

The project had many outputs in terms of people helped: 194 autonomous people, 278 successful individual plans, 10 Italian regions involved, 566 individual plans realized. Also, many profit partners were involved, such as Roberto Cavalli fashion house and Becker McKenzie law firm.

2. Reason(s) for the choice

We decided to choose this project to be shown as the network that was built is very strong and committed, on both the profit and non-profit side. The project worked mainly on four axes: work, house, family and communication. We strongly believe this kind of approach to be the one that works better, as it takes into account a variety of realities, each one contributing its way to the final goal.

3. When it happened

2017-2018

4. Further actors involved in the story (Ex. Third sector, public bodies, informal groups, citizens. Etc.)

10 municipalities + 33 non-profit institutions + Italian Ministry of the Interior

5. Further considerations about the story

For sure working, with so many partners, has been challenging, but the effort was worthy: for the very first time in Italy a network of profit and non-profit bodies has been created, involving them in each aspect and step of the project itself.

6. Useful links to the story/other information

- <https://www.franoi.ora/>
- [https://voutu.be/iKFZODw1Q7»](https://voutu.be/iKFZODw1Q7)
- <https://voutu.be/kcDrNkNcCrk>

12. Best practice: Galileo Galilei Project (SOC)

Dissemination level (transnational, national, regional, local, TBD): Local (Municipality of Treviso - Veneto)

Author (s) (Public body, association, single person): La Esse Social Cooperative

The Galileo Galilei Project provided peer-oriented activities aimed at enhancing Italian language skills of migrants hosted by local migration centre (SPAR and CAS); creating opportunities for intercultural exchange between migrants and the students of Galileo Galilei High School; raising awareness of immigration issue among local community.

Under the coordination of a teacher of literature and an Italian teacher (L2) who work for La Esse Social Cooperative, students and migrants have taught and learned from each other how to communicate and get to know each other both by enhancing technical competences and cultural attitude.

Moreover, the final dissemination event contributed to socialize the learning lessons with the school and local community.

- Development of an intercultural dialogue based on personal emotions
- Active engagement of the local community and local students
- To be successful this project needs more continuous and co-ordinated actions
- Opportunities of alternative learning environments for migrants' experiences and curiosities

This experience has enhanced the ability to feel empathy and sensitivity for other people. This is a fundamental dimension in the construction of a welcoming community, as well as the development of an alliance between local community, school and beneficiaries of SPRAR and CAS projects.

13. Best practice: Opening of humanitarian corridors (SOC)

Summary	<p>The project "Opening of humanitarian corridors", started in Italy in December 2015, renewed in 2017, with the agreement between the Community of Sant'Egidio, the Federation of Evangelical Churches in Italy (FCEI), the Waldensian Table and the Italian Government.</p> <p>The project has opened corridors to Italy from Lebanon (from Morocco and Ethiopia) with the arrival in Italy of many thousands of asylum seekers, mostly Syrian.</p> <p>Similar initiatives "Opening of humanitarian corridors" have been activated by similar Associations in France, Belgium and Andorra.</p> <p>The "Opening of humanitarian corridors" saw our country united, showing the welcoming face of Italian civil society -</p> <p>The "Opening of humanitarian corridors" was carried out, without using State funds, but those of the promoting associations, composed, in large part, by the eight per thousand of the Union of Methodist and Waldensian Churches and, from collections and donations of the Community of Sant'Egidio.</p>
Title of the success story (in English)	<p>The "Opening of humanitarian corridors"</p>
Title of the Best Practices success story (in national language, if available)	<p>"Apertura di corridoi umanitari",</p>
Detailed description of the Best Practice Context driving the implementation of the action	<p>The "Opening of humanitarian corridors" represented the example of a "Best Practice" with a rapid reduction of immigration related problems - A legal and safe access route has been created results for emigrants arriving and for those receiving.</p> <p>The "Best Practice" represents an alternative to the methodologies used in Europe, concerning immigrants for humanitarian reasons and for associated reasons, which have often been faced with unrealistic improvisations, lack of coordination and inconclusiveness in the interventions, with treatments often inhuman and with signatures of appeals and controversies but with no results.</p> <p>Following the positive experiences of the "Opening of humanitarian corridors", in the past two years and for those in progress, the Community of Sant'Egidio. the</p>

	<p>Federation of Evangelical Churches in Italy (FCEI) and the Tavola Valdese, have put forward the proposal to activate this Best Practice <i>on a large scale</i>.</p> <p>Also, for this extension the associations foresee that the relative charges are largely supported by the project promoting associations.</p>
When was the Best Practices success story implemented?	<p>The project "Opening of humanitarian corridors" was started in Italy in December 2015, with the agreement between the Community of Sant'Egidio, the Federation of Evangelical Churches in Italy (FCEI), the Valdese Table and the Italian Government, and then renewed in 2017.</p> <p>The Community of Sant'Egidio, the Federation of Evangelical Churches in Italy (FCEI) and the Waldensian Table they have operated successfully in the "Opening of humanitarian corridors" initiatives, using their own efficient organizations in Italy and in the countries of origin of the emigrants. The positive results achieved, despite the well-known difficulties of the dramatic problems of emigration, have favoured the acceleration of the process of integration of assisted immigrants and also of having found the support and the consent of public opinion and of having often silenced xenophobic minorities in the host country.</p>
Bodies/entities involved	<p>The Community of Sant'Egidio, the Federation of Evangelical Churches in Italy (FCEI) and the Waldensian Table</p> <p>The "Humanitarian Corridors" in Italy have received the applause of various institutional representatives, Italian and international, of the President of the Republic Mattarella, of religious leaders, Pope Francis, and has been honoured with prizes, such as the "Golden Dove for the peace Earth and Peace Giuseppe Dossetti</p>
Specific features	<p>The Community of Sant'Egidio, The Federation of Evangelical Churches in Italy (FCEI) and the Waldensian Table in the "Opening of humanitarian corridors", they gave priority in choosing to Subjects subjected to</p>
Description of how the Best Practices success story operates in practice	<p>persecution, violence, threats to them and their families or victims of war or famine. This priority, in the case of indiscriminate immigration, is recognized only with difficulty and after painful and long vicissitudes delaying the integration process.</p> <p>The extension of the "Opening of humanitarian corridors", to all EU countries, as "Best Practice" designed by the Community of Sant'Egidio, the Federation of Evangelical Churches in Italy (FCEI) and the Waldensian Table, would allow the application of this dutiful priority to these victims protected by international conventions, by the civil societies of the host countries.</p>

	This "Best Practice Proposal" in practice would operate with already tested procedures and methodologies;
What resources and other relevant organizational aspects are involved in the piloting and/or implementation of the Best Practices success story?	The projects carried out so far have not received burdens for the State; the funds are derived but mainly from the 'eight per thousand' donations to the Union of the Methodist and Waldensian Churches and for the rest, from other collections and donations from the Community of Sant'Egidio.
Achievements, results and impact	Starting with a humanitarian corridor. It means avoiding the journeys of refugees with the boats of death in the Mediterranean, countering the business of smugglers and traffickers of people, granting a legal entry on the Italian territory with a humanitarian visa, with subsequent submission of the asylum application.
What are the key lessons learnt and the key conditions for success?	It is a safe way for everyone, even for those who welcome, because the release of humanitarian visas provides for the necessary control by the Italian authorities
Additional information on "Next practice"	"Next practices" are developed principles based on existing best practices which can be followed/implemented/replicated to act as innovation tools in social situations where migrants 'added value is underestimated/disregarded.
Sources	www.fcei.it www.nev.it www.mediterraneanhooe.com https://www.repubblica.it/.../corridoi-umanitari-altri-arrivi-regolari-oggi-a-fiumicino https://www.avvenire.it/.../corridoi-umanitari-atterrati-123-profughi-siriani-progetto-a-... www.ilgiornale.it/news/cronache/siria-italia-i-corridoi-umanitari-1232320.html
Metadata and key words for online search	www.fcei.it www.nev.it www.mediterraneanhooe.com

14. Best practice: Yafreisy Berenice Brown Omage – Women in Business MoneyGram Award 2017 (SOC)

Title of the success story (in English) of the Best Practices success story	YAFREISY BERENICE BROWN OMAGE - Women in Business MoneyGram Award 2017
Summary	<p>The most prestigious MoneyGram Awards, the Immigrant Entrepreneur of the Year Award, was presented by President Boldrini to Yafreisy Berenice Brown Omage, who also won for the "Youth Entrepreneurship" category. MoneyGram, a multinational company specialising in money transfer services, awarded in 2017, in the presence of the President of the Chamber of Deputies On. Laura Boldrini, winner of the ninth edition of the MoneyGram Awards, the award of migrant entrepreneur in Italy with the support of the Italian Chamber of Commerce System (Infocamere), Small Business Organizations such as CNA, CNA World and Confidustria (Comitato Piccola Industria).</p> <p>The former European Commissioner Ms. Emma Bonino was also the guest of honour at the ceremony in Rome.</p>
When was the Best Practice success story implemented?	<p>In 2017 in central Italy.</p> <p>It is a national yearly award promoted by a Consortium of Public and Private organisations supporting entrepreneurship principles and values.</p>
Bodies/entities involved	National, local Government Authorities, SMEs organizations and nongovernmental organizations
Specific features Description of how the Best Practices success story operates in practice	<p>Yafreisy Berenice Brown Omage, originally from the Dominican Republic, owns a supermarket that in 2016 has a turnover of about 1.4 million euros and employs about 15 employees.</p> <p>Yafreisy is 25 years old and lives in Rome. In Italy since 2012, with the help and experience of her husband she took over in 2013 a supermarket with a bakery attached. In his journey she overcame various difficulties (bureaucracy, cultural prejudice, access to finance and others) and with determination he continued the growth of her business.</p>

What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	<p>Multilevel Institutional support to select and to spread the knowledge of the best practice;</p> <p>Financial resources and technical assistance from the sponsors to select and accompany the communication business best practice and in measuring its evolution;</p> <p>No specific sources of funding</p>
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	<p>High communicative effects for potential migrant women in business. Public and Private partnerships with the active role of SMEs and craft organizations are essential to set up appropriate business selection methodologies with authentic practices to detected specific element of social innovation and creative cultural dimension, European/national business value added. Reputation of the business best practice could play a positive effect on clients, young competitors, entire society</p>
Has there been any formal evaluation of the Best Practices success story?	<p>An ad hoc "scientific committee" and business panel independent Jury were set up beforehand.</p>
Additional information	<ul style="list-style-type: none"> - http://www.mediatoreinterculturale.it/wp-content/uploads/2017/12/Idos2017.png - http://www.migrantitorino.it/?p=43515 - http://www.cnaroma.it/sites/default/files/serinario progetto voume.pdf - http://demo.korevolution.com/idos/wp-content/uploads/2019/01/2017-Rapporto-Immigrazione-e-Imprenditoria.pdf
Metadata and key words for online search	<p>https://www.dossierimmigrazione.it/prodotto/leuropa-dei-talenti-migrazioni-aualificate-fuori-e-dentro-lunione-europea/</p>

15. Best practice: Small Business Support Service Network – CNA World (ECO)

C.N.A. World, is part of a scattered national Small Business Support Service association network promoted by the Italian National Confederation of Italian Small and Medium Sized Businesses. It has been awarded by the European Commission in 2016 as "best practice" in migrant entrepreneurship.

Summary: The success of the initiative depends on several factors at both operational and strategic level. The establishment of the help desk ensures constant individualised support to any individual seeking advice. Similarly, the organisation of events that are open to migrants, as well as to Italian people, promotes social integration. The tailor-made approach based on the assessment of potential entrepreneurs' needs and capabilities is one of the main success factors of the initiative. Evidence from the field work demonstrates that individualised legal, business and training support are at the core of the CNA World model, which also largely relies on well experienced personnel. Networking within the members of the confederation and with other institutions such as Province, Region, Chambers of Commerce, Universities and Police is also a pivotal element for the success of the initiative. This favours the exchange of experiences, improves the integration of migrants, increases the sense of belonging and increases awareness about the initiative.

Introduction: Italy has been a country of net migration since the 1970s, therefore, there is a growing population of 2nd generation migrants born in Italy.

The Italian labour market scenario is characterised by an interesting trend: Italian entrepreneurs are steadily decreasing whereas migrant entrepreneurs are constantly increasing (+4.1% in 2013 and +5.6% in 2014). Half of the migrant businesses are concentrated in the North of Italy (51.1%), in the Centre (26.7%) and the remaining part in the south of the country (22.3%).¹⁰⁶ In addition to indicating that the North and the Centre of the country are those parts with a higher concentration of migrants, it also suggests that in large urban areas there are better opportunities to set up a business.

In particular, there is a range of support activities targeted to immigrant entrepreneurs. Most of them are promoted by national institutions but carried out at the regional or provincial levels. The range of support includes information, financing, incubation, individual support, and professional networks.

Title of the success story (in English) of the Best Practices success story	CNA World
When was the Best Practices success story implemented?	In 2009 in different Italian cities. It is a national network practice awarded by the European Commission in 2016 promoting small business entrepreneurship principles and values, business support service.
Scope of Best Practices success story (EU, cross-border, national, regional; economywide or sector-specific)	Local/National Sector: Multi-sector Third country national entrepreneurship
Bodies/entities involved	European, National, local Government Authorities, SMEs organizations, SME Academy & research network, Civil Society Organizations and nongovernmental organizations.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation	SMEs organizations and partnership agreements with local Institutions and foreign migrant communities played an important role to guarantee a sustainable long-term approach to entrepreneurship.
Achievements, results and impact	<i>Impact</i> Quantitative information about the outcomes of the actions is very limited. Interviews reveal that, on average, 50% of those taking part in a course then set up their own business, but these figures have to be taken cautiously, as the recent crisis has had an impact on the creation of micro and small business, and no follow-up monitoring has been encountered. Another positive outcome of the initiative is that more than half of the course participants received a certificate upon completion that has a positive influence in setting up the business.

<p>What are the key lessons learnt and the key conditions for success?</p>	<p><i>Challenges</i></p> <p>CNA World is an ongoing, permanent scheme and continuous feedback is received and used to improve the quality of the provided services. No specific challenges were reported during the implementation of the activities. Two critical elements emerged from our analysis. First, there is uncertainty about the availability of funding as these changes on an annual basis.¹⁰⁸ The team working at CNA World is responding to this challenge by campaigning to acquire more members and subscriptions and thus increasing the volume of self-funding.</p> <p>Second, quantitative data about the results achieved from the measure are not reported. Monitoring and evaluation systems are not in place because they require funding that is not available. However, recently CNA has started a project that goes towards the creation of an observatory for businesses owned by third country nationals.</p> <p>http://www.affaritaliani.it/static/uDload/oros/Drogramma-mfi-db-2105-ultimo.odf</p> <p><i>Replicability</i></p> <p>CNA World is based on the existing infrastructure of the network of the National Confederation of</p> <p>Craftsmanship and Small and Medium Enterprises. The organisational structure of CNA is based on a widespread network of advisers (8,500 in 1,100 offices) and on the organisation of several national events. This helps the replicability of good and innovative schemes and common learning among its members.</p> <p>Replicating this scheme in other countries would not require too many new structures as all of the European Member States have established enterprise associations whose networks of contact points could serve as providers of the support service. This would, additionally, allow for customising the services offered to the particularities of each region/location.</p>
<p>Has there been any formal evaluation of the Best Practices success story?</p>	<p>European Commission DG Grow, Guidebook 2016</p>
<p>Metadata and key words for online search</p>	<p>http://www.cnaroma.it/aree-tematiche/imDrenditoria-straniera-cna-world</p> <p>MIPEX (2015). Migrant Integration Policy Index 2015: Italy. http://www.mipex.eu/italy.</p> <p>IDOS - Study and Research Centre (2015) Report on Immigration and Entrepreneurship 2015.</p>

16. Best practice: Trade union immigrants in Italy against the "corporal system" in agriculture for the exploitation of labour (ECO)

Summary	<p>Agricultural employment in Italy is based on short-term and seasonal labour relations and foreign workers make up about a quarter of the total workforce employed (Idos - 2018). Migrant workers, without union defence, without housing and distant from the workplace, accept underpaid and disqualified work. The agricultural labour is employed through the so-called "corporal system", which outside the legal channels of employment and contractual wages, act as intermediaries with employers, withholding a portion of workers' pay - The Italian government, in order to counter these widespread illegal situations, approved the 2016 law without obtaining consistent results. More immediate results, on the other hand, resulted in actions against the "system of corporals", the trade unions activated in various Italian regions, with direct initiatives and protests organized by courageous immigrants such as:</p> <p><i>Aboubakar Soumahoro del sindacato USB, Yvan Sagnet della Associazione NoCap, Hardeep Kaur Laura, Navampreet della Comunita Siks di Latina</i></p>
Title of the success story (in English)	Trade union immigrants in Italy against the "corporal system" in agriculture for the exploitation of labour.
Title of the Best Practices success story (in national language, if available)	Immigrati sindacalisti in Italia contro il "sistema dei caporali nella agricoltura per lo sfruttamento della manodopera.
Detailed description of the Best Practice Context driving the implementation of the action	<p>Agricultural employment in Italy is based on short-term and seasonal employment relationships in which foreign workers make up about a quarter of the workforce employed (Idos - 2018). In this situation, migrant workers, without trade union defence and housing, far from workplaces, accept underpaid and disqualified work, the Labour Inspectorate, in 2017, in Italy found that out of 7,265 controlled farms, about 5,222 workers were irregular (5,512 in 2016), of which 3,549 without employment contracts (3,997 in 2016).</p> <p>The overall irregularity rate was one of two companies.</p> <p>The agricultural labour force, above all emigrants, finds employment, without contracts, through the aforementioned "caporali system", which act as intermediaries with employers, withholding part of the pay and forcing the labourers to also pay for moving to workplaces. According to the workers' unions,</p>

	<p>this particular agricultural "mafia", moved in (2018) an illegal economy of 5 billion Euros which involves about 400,000 immigrant workers at risk of irregular engagement and of which about 130,000 present, for various reasons, conditions of serious social vulnerability.</p> <p>The Italian government in 2016 to enact this widespread illegal situation has issued an incisive law, which has had only initial effects so far. On the contrary, in this period, the union actions activated by courageous emigrants, including those already cited, have found more rapid effect:</p> <ul style="list-style-type: none"> - Aboubakar Soumahoro 38 years old, Italian-Ivorian, graduated in sociology, leader of the USB trade union, in the front row in the battle of the rights of the labourers employed in the collection of tomatoes in southern Italy and colleague of Sacko Soumaya the representative of the labourers killed by gunshots with blows of rifle in Calabria on 2 June 2018. Writer of the book "Humanity in revolt" (Feltrinelli), where he outlines the guidelines for the battle for a new society based on equality and the pursuit of happiness photographed with Pope Francis at the end of the general hearing on May 1, 2019 – as a sociologist journalist he often writes about l'Espresso (a person who accomplished a special achievement in a particular field outside his home country). - Yvan Sagnet founder of the NoCap association, the first international anti- corporal network. Originally from Cameroon, he arrived in Italy in 2007 and was a labourer in the Apulian fields: in 2011, in Nardo where he was the protagonist of the first protest of exploited immigrants. - Hardeep Kaur Laura and Navampreet, (Di Vittorio CGIL centre) - Latina Two operators of the Sikh Community of Latina who have been fighting for years in defence of the rights of the many Sikh immigrants on the farms in the Pontine area and the Castelli Romani.
When was the Best Practices success story implemented?	<ul style="list-style-type: none"> - 2014 when the Best Practices success story action was launched and is still ongoing. - 2018 if the action started out as a regular action.
Bodies/entities involved	<ul style="list-style-type: none"> - Workers Unions: - USB - FIAI- CGIL - L'Espresso - Vatican - Rai TV - Governo italiano

<p>Specific features</p> <p>Description of how the Best Practices success story operates in practice</p>	<p>Approximately a quarter of agricultural employment in Italy is represented by migrant workers, with they find agricultural work, through the intermediation of the "corporal system", without legal contracts and contractual pay and living in subhuman conditions for degraded houses, far from the places of work, for frequent fatal accidents in the workplace and during transport, for unpaid overtime, for attacks by local criminals for forms of slavery. The legislative intervention of the Italian Government (Law 20016) against the "corporal system ", has produced only initial results for the following difficulties:</p> <p>dispersion of agricultural holdings on the territory local social systems often characterized by silence (omertà) and semi- philosophical methods (metodi mafiosi) limited capillarity of the structures of the police forces and institutions for the control of the work areas</p> <p>On the contrary, in the last 2 years, the struggles of Aboubakar Soumahoro, of Yvan Sagnet, of the ladies Hardeep Kaur Laura and Navampreet of (Di Vittorio centre CGIL) - Latina, supported by the national trade union system, they have often obtained, with their timely interventions and adequate concrete results even with the applause and recognition of governmental, religious and cultural institutions, and of social media.</p> <p>The local results obtained have contributed to the Italian public opinion to condemn the exploitation of immigrants and the manifestations of slavery and racism and to urge the state institutions to strengthen the instruments of intervention to repress the degenerative phenomenon of illegal hiring and to give full support to trade union initiatives defence of the immigrants themselves.</p>
<p>Achievements, results and impact</p>	<p>The awards to the initiatives of Aboubakar Soumahoro, Yvan Sagnet, Hardeep Kaur Laura and Navampreet in defence of immigrants in agriculture, publicly expressed by: the Pope, and other local bishops</p>
<p>What are the key lessons learnt and the key conditions for success?</p>	<p>magazines and newspapers at national level local and regional public institutions (For these reasons, the interventions of Aboubakar Soumahoro, Yvan Sagnet, Hardeep Kaur Laura and Navampreet constitute a valid example of Best Practices.)</p>
<p>Has there been any formal evaluation of the Best Practices success story?</p>	<p>Provide a link to any formal evaluation carried out, and its key conclusions.</p>
<p>Sources</p>	<ul style="list-style-type: none"> - www.integrazionemigranti.gov.it - https://www.osservatoriodiritti.it/tag/caporalato - https://www.ediesseonline.it - https://www.repubblica.it protagonists Aboubakar_Soumahoro

**Metadata and key words for on
line search**

- "corporal system"
- Trade union immigrants in Italy
- labour exploitation

17. Bad practice: Law 113/2018, art. 13 – exclusion of asylum seekers from registration (SOC)

Summary	<p>Law 113/2018 (also known as the security and immigration decree or Salvini decree) raises divisions and criticisms both within the majority and between the ranks of the opposition.</p> <p>One of the most contested points is the exclusion of asylum seekers from the registration, exclusion foreseen by the DL. 113/18 (the so-called security decree).</p>
Title of bad practice	Law 113/2018, art. 13 - exclusion of asylum seekers from registration
Detailed description of the Bad Practice Context driving the implementation of the action	<p>The registration is necessary for the issue of the residence certificate and the identity document. These two documents are the prerequisite for the enjoyment of some public services, in particular social services, for example access to public buildings, the granting of eventual subsidies, for the enrolment in the national health service, for enrolment at a job centre. Furthermore, a valid ID is required to sign a work contract, to rent a house or to open a bank account. In reality, the situation is very different in the Italian territories. Many municipalities have established that residence is required to access these services, while in other municipalities it is allowed to access services with a fictitious residence or residence, but the decree will introduce more ambiguity in this matter and an increase in disputes is to be expected.</p>
When was the bad practices implemented?	The practice entered into force in November 2018.
Scope of bad practice success story (EU, cross- border, national, regional; economy-wide or sector- specific)	Scope: National and economic/social sector.
Bodies/entities involved	Local authorities, municipality, registry offices.

<p>Specific features</p> <p>Description of how the Bad Practice operates in practice</p>	<p>The Decree provides a change that affects the way in which foreign can register at the Registry Office. The visa of asylum request, even if it is a valid document, cannot be used as a valid document for requesting registration. The asylum seeker will be able to obtain a registry by showing at the Registry Office other valid document to prove the regularity of the stay in Italy.</p> <p>The law creates a different treatment among foreigners based on the type of residence permit possessed: only for asylum seeker is not allow to proceed with the registration.</p>
<p>What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the bad Practices?</p>	<p>The resources were Public funding</p>
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>The law does not explicitly identify the other document the asylum seeker must exhibit.</p> <p>It can be expected that many local offices of the Registry will decide to give the very restrictive interpretation and will not accept other identification documents (such as, for example, Model C3) as valid qualifications for registration.</p> <p>This practice will affect the rights of the applicants, despite the fact that there is no explicit prohibition of registration in the law.</p> <p>The rule could violate the principle of equality sanctioned by the art. 3 of the Italian Constitution (principle of equality), because it excludes a specific category of persons from the fundamental right to residence in absence of a reasonable justification for the different treatment.</p>
<p>Has there been any formal evaluation of the bad Practice?</p>	<p>In the event of refusal by the Registry Office to accept other documents, the foreigner may appeal to the Civil Court against this decision. In this case the Court could raise a question of constitutional legitimacy for violation of the Art. 3 of the Constitution.</p> <p>Some judges of the Courts of Milan, Ancona and Ferrara have affirmed the constitutional illegitimacy of the exclusion of asylum seekers from the registry registration, going through the Constitutional Court.</p>

Sources	https://www.internazionale.it/bloc-notes/annalisa-camilli/2019/01/09/residenza-anaErafe-decreto-sicurezza https://www.asgi.it/asilo-e-orotezione-intemazionale/tribunale-di-ferrara-il-divieto-di-iscrizione-anaerifica-dei-richiedenti-asilo-e-contrario-alla-costituzione/ https://cild.eu/wD-content/uploads/2019/01/Anagrafe-e-Diritti V04.odf
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18. Bad practice: Call for Public Housing in Pordenone Municipality (SOC)

Summary	In June the public Body held a call for subsidized public housing in the municipalities of Pordenone and Roveredo in Piano. The criteria for applying the call by the immigrants population suffered a restriction from the previous call.
Title of bad practice	Call for public housing in pordenone municipality
Title of the Bad Practice success story (in national language, if available)	Bando per edilizia sovvenzionata pubblica - comuni di Pordenone e roveredo in piano
Detailed description of the Bad Practice Context driving the implementation of the action	<p>Taking into account the Regione Friuli Venezia Giulia regulation n. 9 - 8th July 2019, in June the Pordenone Public Body for public housing held a call for subsidized public housing in the municipalities of Pordenone and Roveredo in Piano. The criteria for applying the call by the immigrant's population suffered a restriction from the previous call. In particular:</p> <p>The requesting immigrant person had to be legally resident in the Friuli Venezia Giulia region for at least five years even if not continuous in the previous eight years (the previous call foresaw two years of residence);</p> <p>The requesting immigrant person in order to prove that he/she don't own any house in Italy or abroad must provide the documentation attesting that he/she and all the members of the family unit are not owners of other accommodations both in Italy and in the country of origin. Country of origin means the country or countries of which the subject is a citizen and the country where the subject was a resident before moving to Italy. The aforementioned documentation had to be issued no later than six (6) months prior to the date of</p>
When was the bad practices implemented?	Pordenone municipality - start date: 17 June 2019 - end date 9 October 2019
Scope of bad practice success story (EU, cross- border, national, regional; economy-wide or sector- specific)	<p>Scope: Regional and Local and social sector.</p> <p>Even if the above-mentioned scope is limited to the Pordenone municipality, other bodies for public housing bodies held similar calls.</p>
Bodies/entities involved	Public body for public housing

Specific features	
Description of how the Bad Practice operates in practice	The practice put some serious limits to the participation of immigrants to the call, not just those just arrived in Italy but even those that moved to the Friuli Venezia Giulia Region from another Region.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the bad Practices?	The resources were public funding

19. Bad practice: Reddito di Cittadinanza (Guaranteed minimum income) Law, 28 Jan 2019 (SOC)

Summary	<p>The Italian Ministry of Social Policies and Labour held a law that guaranteed an income to low income, unemployed people that in exchange should join a supporting program of job search. The beneficiaries are a mix of unemployed and disadvantaged people but immigrants have some barriers in joining the support.</p> <p>Moreover, in July INPS, the Italian Institute of Social Security, sent out a circular explaining that non-EU citizens who require the Reddito di Cittadinanza should provide a certification about incomes and properties issued by the county of origin of the applicant, except in the case that the latter was a refugee or coming from countries where it was impossible to have the requested documentation. It was previewed a list of these countries and, in awaiting that, INPS blocked all the requests coming from non-EU citizens. The list hasn't been published yet.</p>
Title of bad practice	Italian Ministry of Social Policies and Labour: Reddito di Cittadinanza (Guaranteed minimum income) Law 28 Jan 2019 n. 4 Regulation on
Title of the Bad Practice success story (in national language, if available)	Guaranteed Minimum Income - INPS - Italian Institute of Social Security - Public Body - Circular n° 100-05 July 2019
Detailed description of the Bad Practice Context driving the implementation of the action	<p>The Italian Ministry of Social Policies and Labour held a law that guaranteed an income to low-income, unemployed people who in exchange should join a supporting programme of job search. The beneficiaries are a mix of unemployed and disadvantaged people and the income is supposed to be "universal", but immigrants face some barriers in joining the support: first of all, in order to obtain the Italian Reddito di Cittadinanza, the applicant must have a long-term Permit of Stay and 10 years' residence in Italy out of which 2 years must be of complete establishment; this includes refugees. This excludes refugees and non-EU citizens with shorter stay in Italy.</p> <p>To further narrow the chances for immigrants to have the Income, in July 2019 INPS, the Italian Institute of Social Security, sent out a circular explaining that non-EU citizens who require the Italian Reddito di Cittadinanza (Guaranteed minimum income) should provide a certification, concerning the applicant and his/her family incomes and real estate in their country of origin.</p> <p>The certification has to be issued by competent foreign state authority and must be presented in a version translated into Italian and legalized by the consular Italian</p>

	authority (which certifies the compliance with the original). There are some exceptions: refugees or people coming from countries where, on the basis of specific list, it impossible to have the requested documentation. In awaiting that list, INPS blocked all the requests coming from non-EU citizens. The list hasn't been published yet.
When was the bad practices implemented?	The practice entered into force in January 2019 and the circular in July 2019
Scope of bad practice success story (EU, cross- border, national, regional; economy-wide or sector- specific)	National and economic/social sector.
Bodies/entities involved	Italian ministry for social policies and labour
Specific features	Non-EU citizens that can access Guaranteed minimum income, due to high requirements, are just a tiny percentage of the potential applicant and those who could be eligible can't access the measure anyway, due to the lack of a list.
Description of how the Bad Practice operates in practice	
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the bad Practices?	The resources were public funding
Achievements, results and impact	Eligible Non-EU citizens, all in situation of need and often followed up by social services, are unable to access the measure and furthermore it is unclear when the list of the "inaccessible documentation" countries will be published.
What are the key lessons learnt and the key conditions for success?	Lesson learnt there is a political pattern for limiting the immigrant access to public resources.
Has there been any formal evaluation of the bad Practice?	A possible positive aspect is that some associations for the civil rights brought an action before the court against the INPS circular 100, asking for its modification.

20. Bad practice: Friuli Venezia Giulia Region – ESF Calls for the Training and Internship of Disadvantaged People (SOC)

Summary	<p>Regione Friuli Venezia Giulia - Direction for Labour, Training, Education and Family</p> <p>In December the Regione Friuli Venezia Giulia - Direction for Labour, Training, Education and Family held a call, under the ESF funds for the training of disadvantaged people that prevented victims of trafficking or serious exploitation, refugees and asylum seekers from participating in the training activities.</p>
Title of bad practice (in English)	Friuli Venezia Giulia Region - ESF Calls for the Training and Internship of Disadvantaged People
Title of the Bad Practice success story (in national language, if available)	REF. PPO 2018 - Specific programme 18/18 and PPO 2018 Specific programme 51/18
Detailed description of the Bad Practice Context driving the implementation of the action	<p>In December the Regione Friuli Venezia Giulia - Direction for Labour, Training, Education and Family held two calls under the ESF funds for the training and internship of disadvantaged people that prevented victims of trafficking or serious exploitation, refugees and asylum seekers from participating in the training activities.</p> <p>More in detail the description of the beneficiaries of the training changed from the 16/18 programme definition:</p> <p>The training actions referred to the call are aimed at disadvantaged individuals, at the risk of exclusion, marginality or discrimination of the Social Services and / or Healthcare Member and/or Member Educational, including the Offices of external penal execution UEPE, and also Moral Bodies, Onlus, Associations with legal status in the area that work for people particularly vulnerable or at risk of discrimination, including victims of trafficking or serious exploitation, refugees and asylum seekers. The training offer is also intended for those adhere to the inclusion pact signed by the beneficiaries of the regional support measure income as per Regional Law 15/2015.</p> <p>To the 18/18 programme definition:</p> <p>The operations referred to this call are addressed to the most disadvantaged vulnerable and at risk of exclusion, marginality, discrimination, in charge of the Social Service, Service health, moral body, association, non-profit organization with specific statutory purposes of social inclusion and or registered in the lists of the targeted Placement, pursuant to law 68/99 (inclusion of people with disabilities). The educational offer is aimed in particular at the beneficiaries of the support measures for guaranteed minimum income. The programme 51/18 foresees the internship in enterprises, cooperatives and associations of disadvantaged people already involved in the 18/18 program.</p>

	The result was those victims of trafficking and especially asylum seekers had serious problems in accessing any recognized form of training in ESF (Regional official and main source of training). Direct consequence is that they might expect more difficulties in enhancing their skills and to access to the job market.
When was the bad practice implemented?	The practice was held in 2018 and it is ongoing.
Scope of bad practice success story (EU, cross-border, national, regional; economywide or sector-specific)	Scope: Regional and economic sector.
Bodies/entities involved	Regione Friuli Venezia Giulia - Direction For Labour, Training, Education And Family
Specific features Description of how the Bad Practice operates in practice	Asylum seekers were excluded from the beneficiaries of the training activities foreseen by the ESF call for disadvantaged people.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the bad Practices?	The resources were public funding
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	<p>Since they were no longer foreseen as specific category of beneficiaries of the training projects and it was impossible for them to be included in the categories in charge of social and other public services, asylum seekers were prevented from participating in the two ESF calls. This represents a step back from the previous ESF calls for disadvantaged people.</p> <p>Lesson learnt: there is a political pattern for limiting the immigrant access to public resources.</p>
Sources	<p>Links to the calls:</p> <ul style="list-style-type: none"> • http://bandiformazione.regione.fvs.it/foo2011/Bandi/Dettaglio.aspx?Id=5422 • http://bandiformazione.regione.fvE.it/fop2011/Bandi/Lista.aspx?ti=fse&Da=18/18

21. Bad practice: Comune di Lodi – School meal discrimination in Lodi (ECO)

Summary	<p>Comune di Lodi-school meal discrimination in Lodi</p> <p>In the 2017 the decision introduced a new calculation method for the contribution paid to the beneficiaries of economics aid for the school meal access. The criteria for applying municipal regulation suffered a restriction for the immigrant's population.</p>
Title of worst practice	Comune di Lodi - school meal discrimination in Lodi
Detailed description of the Best Practice Context driving the implementation of the action	<p>During the 2017 the city mayor of Lodi introduced some new criteria for access to economic aid by immigrants.</p> <p>In more detail: there are universal criteria for applying preferential tariffs that is the ISEE, the main indicators of the family's economic situation. But from the 2017 means-testing of family allowances is subject to particularly onerous requirements useful only for migrant workers.</p> <p>It is very hard to find the required documentation of immigrant person in order to prove that they are not owners of other accommodations both in Italy and in the country of origin.</p> <p>The result was that the children of immigrants had serious problems in accessing any recognized form of economics aid for educational service in school services, like the school bus and the school meals. Direct consequence is that they might be separated because different from the other children.</p>
When was the worst practices implemented?	The practice was held in 2017 and finished with the final judgment in 2018
Scope of worst practice success story	Scope: Municipal and social sector.
Bodies/entities involved	City of Lodi
Specific features Description of how the Worst Practice operates in practice	Children with an immigration background were excluded from the beneficiaries of the financial aid for the school meals and for the bus

<p>What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the worst Practices?</p>	<p>The resources were Public funding</p>
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>Since the immigrant population is regarded as specific category of beneficiaries, additional documents are required from them. Because of the difficulties to find documents required it was impossible for them to be included in the categories of beneficiaries.</p> <p>Lesson learnt: there is a political pattern for limiting the immigrant access to public resources.</p>

22. Bad practice: Ministero dell'interno – UNRRA Call for Welfare Projects in Favour of Disadvantaged People (SOC)

Summary	<p>Ministero dell'interno - department for civil freedom and immigration</p> <p>In April the MINISTERO DELL'INTERNO - DEPARTMENT FOR CIVIL FREEDOM AND IMMIGRATION published a public advice, under the U.N.R.R.A. (United Nations Relief and Rehabilitation Administration) Lire Funds for welfare projects in favour of disadvantaged people.</p>
Title of worst practice	Ministero dell'interno - u.n.r.r.a call for welfare projects in favour of disadvantaged people.
Detailed description of the Best Practice Context driving the implementation of the action	<p>In April the MINISTERO INTERNO - DEPARTMENT FOR CIVIL FREEDOM AND IMMIGRATION published a public advice, under the U.N.R.R.A. (United Nations Relief and Rehabilitation Administration) Lire Funds aims to provide interventions or social assistance programs in favour of Italian citizens who are in a condition of social marginalization.</p> <p>The reference only to Italian citizens as the beneficiaries of the projects presented appears illegitimate.</p> <p>More in detail, art. 2, par. 2, and art. 41 of TU Immigration (as well as, art. 3 of the Italian Constitution) prohibit those social benefits, are paid on the basis of citizenship criterion. In addition, the U.N.R.R.A. Fund is regulated by the DPCM n. 755/1994 which provides, in art. 3, that the areas of intervention of the Fund concern "people in need and weak social groups, such as, in particular, minors, young people, the elderly, people with disabilities, marginalized, problem families, drug addicts, foreigners, nomads".</p> <p>This incompatibility with the reference standards has the effect of discouraging participation in the competition from those who intend to operate in aid of foreigners.</p>
When was the worst practices implemented?	The public advice was published on 10 April 2019. After the appeal presented by two associations, on 30 July 2019 the Ministry of the Interior published a note containing a radical change in the conditions (stating that the projects must be destined to Italian citizens and foreign citizens holding a residence permit of at least one year).

Scope of worst practice success story (EU, crossborder, national, regional; economy-wide or sector- specific)	Scope: National and economic and social sector.
Bodies/entities involved	Ministero dell'interno - department for civil freedom and immigration
Specific features Description of how the Worst Practice operates in practice	Foreign citizens were excluded from the beneficiaries of the interventions or social assistance programmes foreseen by the U.N.R.R.A. (United Nations Relief and Rehabilitation Administration) Lire Funds for welfare projects in favour of disadvantaged people.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the worst Practices?	The resources were Public funding.
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	Until the foreigners were foreseen as specific category of beneficiaries of social interventions it was impossible for those who intend to operate in aid of them to participate in the U.N.R.R.A. Lire Funds competition. Lesson learnt: there is a political pattern for limiting the immigrant access to public resources.
Sources	Links to the Interior Ministry directive: https://www.interno.gov.it/sites/default/files/direttivaunrra2019ministrol.pdf

VIII. The Netherlands

1. Summary

Type of the practice	Title of the practice
Best practice: SOC	Amsterdamse Aanpak Statushouders – Small groups of refugees and asylum holders. Programme with job hunters and language advice
Best practice: SOC	Open Embassy
Best practice: CULT	We are here to support, providing shelter and raise acritical voice to policy makers
Best practice: CULT	UAF – Stichting voor vluchtelingen-studenten – Coaching Programme for refugee students in the Netherlands
Best practice: CULT	LOhuizen en andere woonlocaties – housing shared by refugees and locals

2. Best practice: Amsterdamse Aanpak Statushouders (SOC)

Title of the success story (in English) of the Best Practices success story	Amsterdamse Aanpak Statushouders
Detailed description of the Best Practice Context driving the implementation of the action	<p>Amsterdamse Aanpak is a project from the municipality of Amsterdam where there is an intensive accompaniment to status holders who just got connected to the municipality.</p> <p>The project provides;</p> <p>A group of case managers with a caseload of maximum 50 persons what provides a lot of personal contact between client and case manager.</p> <p>The team of case managers is young and multicultural, a great part of it has a migration background itself. It provides more recognisable situation and gains more trust of the status holders.</p> <p>There is also a group of job-seekers. They are active in the labour market searching for possible jobs for the clients.</p>
When was the Best Practices success story implemented?	A pilot of this project started in mid-2016. From 2018 the project team is embedded in the municipality.
Scope of Best Practices success story (EU, cross-border, national, regional; economywide or sector-specific)	The scope of this project is Amsterdam based. Started from the municipality.
Bodies/entities involved	<p>Cooperation with:</p> <p>Social workers all over the city. In the direct neighbourhood of the clients.</p> <p>Study institutes and scholarship organisations</p> <p>Social health service</p> <p>Vluchtelingenwerk Nederland; national support centre for refugees in the Netherlands.</p>

<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>Beside of the individual impact the project had for status holders. The city of Amsterdam made an agreement with different companies in different sectors. Those companies agreed to supply suitable jobs, internships and training possibilities for status holders. Thereby in mind that the language level and personal situation is not the same as Dutch people.</p>
<p>Has there been any formal evaluation of the Best Practice success story?</p>	<p>The project received a European prize (ESF):</p> <p>https://www.youtube.com/watch?v=iGfMli6i6xO</p>
<p>Sources</p>	<p>https://www.amsterdam.nl/zorgondersteuning/ondersteuning/vluchtelingen/amsterdamse-aanpak/</p> <p>http://statushoudersinbeeld.nl/themas/integratie-en-samenleving/</p> <p>www.bloomberg.com/news/articles/2019-06-26/amsterdam-s-hire-a-refugee-program-takes-on-tight-labor-market</p>

3. Best practice: Open Embassy (SOC)

Summary	A grassroots organisation looking for opportunities to help new people in the Netherlands with an online platform in finding their way around. The data and information from questions is analysed and presented to policy makers to improve the integration system
Title of the success story (in English) of the Best Practices success story	OpenEmbassy
Detailed description of the Best Practice Context driving the implementation of the action	<p>This organisation works both ways: gain more insights in the way of living your life in the Netherlands for newcomers. And gain more insights for policy makers in the search and struggles from migrants finding out their ways in the Netherlands.</p> <p>OpenEmbassy focuses on:</p> <ul style="list-style-type: none"> New migrants in the Netherlands who are searching for their way. An embassy for questions in a new country, without asking where you from. Answer all types of questions on an online platform Empower newcomers in using their agency in policy changing Building communities with migrants, locals and professionals Analysing questions and gaps who are found in the questions from newcomers. And connect this data and information to the government and policy makers. Feed communities with new knowledge and insights. Connect different communities with each other in ways of dialogue fora.
When was the Best Practice success story implemented?	<p>Started in 2016 in Amsterdam</p> <p>Grassroots organisation</p>
Scope of Best Practices success story	This organization acts on a national level. On a local level in a social way in helping newcomers. In a more abstract level for policy makers.
Specific features	<p>One person asks a regular question on the helpdesk</p> <p>OpenEmbassy volunteer (local Dutch person) answers the question</p> <p>Data analyst analyses the question (anonymous)</p> <p>Analysed data is presented to policy makers</p>
What resources and other relevant organisational aspects are involved in the	The project is very low cost. Organized around voluntary contributions and volunteers on countries around the world.

<p>piloting and/or implementation of the</p> <p>Best Practices success story? If any, what are/were the sources of funding?</p>	<p>The main tool to spread the word is via its web platform and pages. That is where you contact the organization and the exchange starts.</p> <p>Its main weak point is probably that it is depending on volunteers and mainly volunteer financial contributions. However, it has been up and running since 1993 and can be judged successful.</p>
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>Connecting three important steps in the integration system:</p> <p>Direct help for newcomers to find their way in the Netherlands.</p> <p>Feed policy makers with first hand and update knowledge and insights from newcomers</p> <p>Support, help and train newcomers in taking their part in the integration problem in the society</p>
<p>Sources</p>	<p>https://www.openembassv.nl/</p>

4. Best practice: We Are Here Group (CULT)

Title of the success story (in English) of the Best Practices success story	We Are Here Group & We Are Here to Support
Detailed description of the Best Practice Context driving the implementation of the action	A famous squad group in Amsterdam. Their aim is to provide shelter for undocumented people and also to have a critical voice to the politic. They are not hiding their position in the city.
When was the Best Practices success story implemented?	Started in 2012 with a small group of migrants not finding a place to stay in the city of Amsterdam. Instead of hiding they slept in some tents in the open. The positive vibe what it brought was the start of a movement; not hiding anymore, but showing the city 'we are here'. The group of migrants searching for places to stay and improvise shelters is supported by a big group of volunteers helping in any necessary case.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific) Bodies/entities involved	This group of people is acting in Amsterdam.
Specific features Description of how the Best Practices success story operates in practice	One person asks a regular question on the helpdesk OpenEmbassy volunteer (local Dutch person) answers the question Data analyst analyses the question (anonymous) Analysed data is presented to policy makers
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	The project is very low cost. Organized around voluntary contributions and volunteers on countries around the world. The main tool to spread the word is via its web platform and pages. That is where you contact the organization and the exchange starts.

<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for</p>	<p>Searching and arranging some possibilities for housing for undocumented people. In the front row of the lobby with the municipality where we all search together are the special needs in this specific group.</p>
<p>Sources</p>	<p>https://www.ODenembassv.nl/</p>

5. Best practice: UAF – Stichting voor vluchtelingen-studenten (CULT)

Summary	UAF, the foundation for refugee-students in the Netherlands, provides coaching, financial support and advocacy for students with a refugee background.
Title of the success story (in English) of the Best Practices success story	UAF, the foundation for refugee-students in the Netherlands
Title of the Best Practices success story (in national language, if available)	UAF - Stichting voor vluchtelingen-studenten
Detailed description of the Best Practice Context driving the implementation of the action	<p>The UAF has been providing support to refugee students and professionals in their studies and in finding suitable employment on the Dutch labour market since 1948. We are convinced that anyone who can use their knowledge can make a meaningful contribution to Dutch society. That is why we make such an effort to assist them. We advise refugees based on our knowledge and experience, and build bridges between refugees, educational institutions, (local) governments and employers.</p> <p>The UAF offers coaching, financial support and advocacy.</p>
When was the Best Practices success story implemented?	Since 1948
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	UAF acts on a national level with all the Dutch study and educational programmes in its network.
Bodies/entities involved	It guides more than 3,500 students annually.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	UAF is a charity organisation with 120 employees.

<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>3,500 students in guidance and also impact on the discussion and dialogue on a national level. The knowledge they gain are being shared with partners. And most Dutch education institutions are connected to UAF.</p>
<p>Sources</p>	<p>https://www.uaf.nl</p>

6. Best practice: LOhuizen en andere woonlocaties (CULT)

Title of the success story (in English) of the Best Practices success story	LOhuizen
Detailed description of the Best Practice	LOhuizen is a housing project in Amsterdam where young status holders and young Dutch people live together.
Context driving the implementation of the action	All inhabitants are between 18 and 27 years old All inhabitants have their own flat, varying in area from 18 to 28 square metres. The building is run by them; there is a team of inhabitants responsible for electrical, cleaning and safety issues. There is one shared space available where inhabitants can program their own activities, together with the neighbourhood. This to improve the social coherence.
When was the Best Practices success story implemented?	The project started in January 2018.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	The scope of this project is an Amsterdam based project, by order of the municipality of Amsterdam.
Bodies/entities involved	Supported by the local government, the housing cooperation and more local initiatives to connect to the direct neighbourhood.
Has there been any formal evaluation of the Best Practices success story?	The project received a European prize (ESF): www.youtube.com/watch?v=iGfMli6i6xO
Sources	<ul style="list-style-type: none"> - https://www.amsterdam.nl/zorg-ondersteuning/ondersteuning/vluchtelingen/amsterdamse-aanpak/ - http://statushoudersinbeeld.nl/themas/integratie-en-samenleving/ - https://www.bloomberg.com/news/articles/2019-06-26/amsterdam-s-hire-a-refugee-program-takes-on-tight-labor-market

VII. Poland

1. Summary

Type of practice	Title of the practice
Best practice: CULT	Intercultural assistant at school
Best practice: CULT	Open bicycle workshop, how to ride a bike properly
Best practice: CULT	Five-year-old refugee education, pre-school the world in a classroom
Best practice: ECO	PIT, migrant and taxes
Best practice: CULT	Integration common room
Best practice: CULT	Ethnoleague Football Tournament
Best practice: CULT	Passenger guidelines instructions to prevent violence in public transportation
Best practice: CULT	Flot meals and food provided by Polish and expat citizens
Best practice: CULT	Women's self-defence coaching
Best practice: CULT	Systemic Integration Model for integration at local level

2. Best practice: Asystentki międzykulturowe w szkołach – Intercultural assistants at schools (CULT)

Summary	Various organisations employ intercultural assistants who support schools, children and parents in mutual communication.
Title of the success story (in English) of the Best Practices success story	Intercultural assistants at schools
Title of the Best Practices success story (in national language, if available)	Asystentki międzykulturowe w szkołach
Detailed description of the Best Practice Context driving the implementation of the action	<p>There is a group of intercultural assistants working at Warsaw's schools. Initially, they were only employed by NGOs (the first male and female assistants were employed in 2010 by the Association for Legal Intervention, later also by the Foundation for the Development of Social Diversity and the Vox Humana Foundation). Nowadays, such assistants are sometimes employed by schools (e.g. Primary School No. 58 in Warsaw's Targówek or the school in Mrokw, located near Wolka Kosowska, not far from Warsaw, where a large group of immigrants work, mainly from Vietnam and China).</p> <p>Since September 2018, three assistants have been working for the Polish Migration Forum Foundation. Their primary role is to "build bridges" - to improve communication between foreign pupils and parents, and school staff. In school year 2018/2019, three PMF assistants supported nine schools: eight in Warsaw and one in Michatowice.</p> <p>Each PMF assistant works in a slightly different way, focuses on a different role and has their own individual "style of providing assistance". Some of them focus on working with parents, others primarily support pupils. Sometimes their work is individualised and sometimes it involves group work.</p> <p>Depending on the needs, assistants can spend their time at one or more schools. The PMF's preferred working method is for assistants to hold a regular on-duty position at one or two schools (2 days a week each), as well as an off-duty day when the assistant is at the disposal of other schools which have reported such a need.</p> <p>On the one hand, it ensures that the assistant's working time is stable and organised most of the time in the week and, on the other hand, it creates space for more schools to be supported.</p> <p>Of course, the proposed practice is a recommendation and can be considered a "good practice" in the realities of working in Polish schools where:</p>

- the schools do not employ such assistants themselves,
- foreign or multicultural staff is rarely found at the school,
- there is no systemic support for foreign pupils starting school.

What do you do here? The tasks of an assistant

My main task is to help children with their homework, - says Larysa Vychivska, who mainly supports Ukrainian students. - Ukrainian parents work a lot, they have neither time nor opportunity to help their children. Sometimes they don't understand tasks or instructions themselves.

First, we go over the lesson contents again with the children, especially the vocabulary. I explain what "plains" and "mountains" are, I show them on the map. Then I read the instructions at least twice. Then we translate the individual words of the instruction. Only then can the children do their homework.

I mainly talk to parents and explain how to behave in different school situations - says another assistant, Cao Hong Vinh. - Vietnamese parents today are very different from those who came to Poland a few years ago. Nowadays, parents are young people who work a lot and are very busy. They think that once they send the child to school, the school will take care of everything. That's not true. So it is necessary to explain to them slowly how education in Poland works. Meanwhile, children don't do as well at school and need help.

In conclusion, the role of assistants is to improve communication and understanding between the school, migrant parents and pupils. Assistants help the school communicate with parents: to provide information about the school's rules, the child's progress and their functioning in the school community. They support pupils by helping them understand the school's expectations and requirements, as well as the Polish culture. They also help with homework sometimes. Assistants also work with teachers and school staff, explaining cultural differences and helping them communicate with foreign students.

Science and emotions

The main area of an assistant's work is linguistic problems and cultural difficulties.

Teachers often think: if a child talks with others during breaks, plays with Polish children and talks, and then during the lesson they don't answer and say that they don't not understand, it means that they are pretending

Larysa says. - Meanwhile, the language of communication during a break is one thing, and the language of the lesson is quite another. Ukrainian children are often too shy to answer questions during lessons because their peers laugh at them, at their accent or linguistic mistakes - describes Larysa. They prefer to remain silent and fail. The language of school instructions, the specialised vocabulary of each lesson - this is a completely new reality for such children. Assistants stress that many

people are not aware that learning in a foreign language creates real barriers and hindrance for pupils.

Contrary to what one may think, even English is difficult for foreigners - says Vinh. After all, they are learning a foreign language in another foreign language which they are just getting to know. The second important area of work is emotions.

The children I look after, for example, don't want to go to the common room, where there is a crowd and bustle. They feel lost there. They prefer to stay in a smaller group, where we can feel at ease and talk in Ukrainian, go out in the yard or go for a walk. We also often talk about how children are treated by their peers and the difficulties they face.

It is difficult to be a foreign child in Poland. The atmosphere around migrants in the public forum is unfavourable - and this translates directly into how people talk about foreigners in Polish homes, how they treat their migrant peers. As a result, learning school subjects is one challenge. Another challenge is the school experience.

In the PMF's practice, we see classes in which foreign pupils from different countries are treated naturally and kindly by other students. Working in such a classroom, we see the joy brought about by the diversity among children and mutual curiosity.

However, we also see classes in which no one talks to pupils from other countries. No one will sit or pair up with them - not even for a two-minute task in class.

Teachers

"There's a lady hanging around here" - as one assistant was described by teachers. Nobody introduced her to anyone.

At schools they didn't know who I was or what to expect from me - says another assistant. - So I introduced myself to the teachers, asked them what their needs and expectations were.

Quite often, when starting cooperation with a school part of the working time is spent explaining who you are, what your tasks are at the school - say the assistants. Then comes the stage of determining the character of the relationship: what tasks are assigned to whom, what tasks an assistant can do, what they cannot do and why.

Some teachers treat them as inferior. Some people say that they can handle foreign children on their own and don't need help. Others try to assign them additional responsibilities. Many teachers at schools are not at all aware of the existence of assistants - no one officially introduces them to the teaching staff or defines the nature of their cooperation. Healthy relationships are built when teachers arrive at a conclusion that an assistant can actually be useful at school.

Suggestions for working with assistants

A) Assistants' support

The work of an assistant requires many different competencies. It's a difficult, exhausting job that involves working with people, always being in relationships and always between cultures - says Zuza Rejmer, an intercultural psychologist who supervises PMF assistants.

Assistants meet regularly as a group and have an opportunity to consult with the supervisor on an individual basis. They discuss specific cases of pupils they work with, their working methods, ways of building relationships with teachers, parents, children, but also the need to set boundaries and to take care of oneself.

Assistants' accounts show that it is often expected that if they are there, they should comprehensively solve the child's problems and respond to their needs - says Zuza Rejmer. - However, an assistant does not have the competences of a teacher, a psychologist nor a school pedagogue. All these people should cooperate with the assistant, make their competences available and work together.

It is the assistant's job to ensure that communication between the child, the school and the parents solves cultural differences and misunderstandings. Not to individually replace that communication.

B) Contact with parents - from the start

A good practice indicated by all the assistants is to keep in contact with the parents of foreign pupils. Ideally from the very beginning of the year, or immediately after the child is enrolled in school.

- A big issue among Vietnamese students is the matter of collecting children from school by people other than their parents - says Cao Hong Vinh. - Parents often go away, usually for a short time, but then other people come to collect the child and there is a problem. Parents are not aware that the school expects them to pick up their children in person.

At the beginning of the year, it is also useful to use the support of an intercultural assistant to discuss other issues: organisation of the school year, working arrangements of the common room (daycare centre), support available to children and parents at school, expectations with regard to matters such as school supplies, slippers and excursions.

At one of the schools it was not possible to hold a meeting with one child's parents, because... there was no English-speaking person at the school. In a situation when English education is compulsory, it is difficult to take this explanation seriously. Even with the help of an English-speaking assistant, the meeting could not be organized.

C) Introduction of the assistant to the teaching staff

	<p>A school assistant is more likely to be effective if they are properly introduced to the teaching staff. It is important that the assistant knows who teaches what, who is the head teacher of a given class, who is the school pedagogue and the psychologist.</p> <p>On the other hand, it lets teachers know that there is an assistant at the school. Who they are, what their responsibilities are and what can be expected of them.</p> <p>It is also important to ensure that good relations are established at school when there are several intercultural assistants. It is important to remember that assistants, although they know Polish and function within the Polish culture, come from different culture circles. It is therefore important that they have a good understanding of their tasks at school and of how they should interact with each other.</p> <p>The issue of relationships is important because assistants are often faced with expectations that go beyond their competence.</p> <p>It is worth remembering that every assistant works on the basis of some kind of a contract - it is a good idea to regularly go back to the provisions of that contract, also in a conversation with the school - emphasizes Zuza Rejmer, also suggesting that, when inviting an assistant into a school, it is worth organizing at least a small training session for the school staff on cultural differences and on working with foreign children.</p> <p>D) Volunteering</p> <p>Do they pay you? - asks a Chechen pupil his volunteer teacher, Larysa.</p> <ul style="list-style-type: none"> • No. • They're stupid. I'd give a million dollars for your work. <p>In the last school year, the PMF was supported six volunteers - both adult professionals and students, only slightly older than the children they support. Volunteers who can dedicate time regularly to one or two children once or twice a week provide invaluable help for such children, for the school and for assistants. If an assistant is present at a school twice a week, the extra help of a volunteer makes the child's support more systematic. The child also starts to see that there is not just one person by their side, but a kind of a support network. It makes all the difference.</p>
<p>When was the Best Practice success story implemented?</p> <p>(including start date and end date/ongoing; pilot or regular)</p>	<p>Various organisations started the service in late '90. Services delivered by integration assistants are still available in schools in Poland and Warsaw.</p>

Scope of Best Practices success story(EU, cross- border, national, regional; economywide or sector- specific)	regional
Bodies/entities involved	Schools, local government authorities and non-governmental organisations.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	Financial resources
Achievements, results and impact	See above
Sources	Polish Migration Forum Foundation employs 3 intercultural assistance. Information delivered above is based on our practice and interviews with intercultural assistants.

3. Best practice: Otwarty warsztat rowerowy – Open bicycle workshop (CULT)

Summary	Various organisations employ intercultural assistants who support schools, children and parents in mutual communication.
Title of the success story (in English) of the Best Practices success story	Open bicycle workshop
Title of the Best Practices success story (in national language, if available)	Otwarty warsztat rowerowy
Detailed description of the Best Practice Context driving the implementation of the action	<p>In Warsaw's Praga district, at the back of the Rozycki Bazaar, we find the open bicycle workshop - as the name suggests, a place where you can repair a bicycle. On your own.</p> <p>Inside you can find tools, inner tubes, screws and screwdrivers, spokes, pieces of rubber, glue and lubricants - everything you need to fix your bike. Plus qualified mechanics to help you when you need them.</p> <p>The neighbourhood doesn't have a good reputation. Many children are brought up in families affected by alcoholism and long-term unemployment. In working families, parents are often overworked, tired, have no energy for their children. Many neglected buildings remember the times of World War II, which has its historical charm but does not provide comfortable living conditions. The neighbourhood is difficult, but rent is low, which also brings migrants and refugees looking for affordable accommodation into this part of the city.</p> <p>Since 2017, two young people, Michal Wojtkowski and Emilia Szendertata, both with a passion for social work, have founded and run the open bicycle workshop. They cooperate with the "Aim High" Association, which works with children and young people from poor families. For them, the bicycle workshop is not only a place where bikes are repaired, but also a place to bring about change in the local community and create opportunities for those in need.</p> <p>- We also organize bicycle rallies and invite migrants - says Emilia. - We want this place to be open to everyone.</p> <p>The workshop encourages people to spend time actively, independently, teaches new skills and gives a sense of empowerment. Working on a bike at the workshop or outdoors is also a great opportunity to talk, to get to know each other and share one's problems.</p> <p>In this way, cycling skills later translate into new social skills.</p>

A boy from Chechnya came to us, he wanted to build his own bicycle. We gave him an old bike and he started playing around with it. Now he comes regularly - she says. There are more such people.

For teenage boys from traditional cultures, it is difficult to find a place in Warsaw where they can find their place, make new friends and learn something. The range of services offered by non-governmental organisations and local authorities to people of that age is limited, and in practice it is often more targeted at girls (dance or theatre clubs or groups). While organisations hold different activities for children, there are far fewer options for young people. The bicycle workshop is therefore unique as a rather "masculine" place, where, for example, a Chechen boy can find a place and a hobby for himself.

That's the point of view of boys. From the perspective of the workshop, a bicycle is unisex.

The workshop has organized a bicycle riding course for women who are awaiting refugee status at the refugee centre in Targowek. The women were also given used, repaired bikes. They gained an opportunity to travel from the centre to a shop located on the outskirts - the road to it leads through bushes. They move faster, safer and cheaper... For someone who receives a benefit of about 20 Euro per month, saving one Euro because of not having to buy a bus ticket is a big saving.

The workshop also renovates old bikes and sells them at low prices. A bicycle for a child, after renovation and with a warranty, costs about 15 Euro, for an adult - 50 Euro. For many immigrants it is an attractive option to have their own cheap means of transport. So a bicycle is a big saving on transport costs and sometimes gives them a sense of freedom.

We've already been to several centres. They are usually separated from the city centre, located somewhere at the world's end. The residents cannot always afford to buy tickets. But when we brought the ladies from Targowek2 working bicycles, it was a frenzy! Not only did they enjoy it, but they've also recently told us: "Thanks to you, we've lost weight!" - says Emilia.

The campaign aimed at teaching women undergoing the asylum procedure to ride a bike was conducted in cooperation with the Other Space Foundation, which had collected bicycles for refugees from Warsaw residents.

We cooperate with the refugee centre in Targowek on a regular basis, they get a lot of bicycles for foreigners, but in a poor condition - says Emilia. - So we invite kids to work a little, to play around with their bikes - then they can get the renovated bicycle to keep.

Here, integration of migrants and refugees simply happens - not on a large scale, but on the scale of those who come here. The workshop team are sensitive to their needs, Emilia was a migrant in Scotland only a few years ago. She worked at the non-governmental organization called "Bike Station", where she conducted bicycle

	<p>workshops for various groups and nationalities. Now she is trying to make the Workshop a culturally diverse place. -I know what it's like to be a migrant, - she says.</p> <p>We have hired a mechanic from Ukraine. First, he came to us to learn, now he is helping others repair their bikes, - says Emilia. - Many Ukrainians come because of him; they buy cheap renovated bicycles.</p> <p>The workshop also runs a regular "release the bike" campaign - the aim is to put unused bicycles, locked in a garage, into use by others. The workshop also offers free bicycle lessons.</p>
When was the Best Practice success story implemented? (including start date and end date/ongoing; pilot or regular)	The project is still ongoing, since 2017.
Scope of Best Practices success story(El), cross- border, national, regional; economy-wide or sector- specific)	Regional
Bodies/entities involved	The project is grassroots, implemented by non-governmental organization - "Aim Hugh" Association
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	See above
Sources	Interview with social workers involved in the project.

4. Best practice: Cały świat w naszej klasie: nauka o uchodźcach dla 5-latków – The whole world in our classroom: refugee education for 5-year-olds (CULT)

Summary	The Polish Migration Forum Foundation conducts lessons on the subject of refugees and migrants for preschool- and early-school-aged children - based on a set of intercultural dolls.
Title of the success story (in English) of the Best Practices success story	The whole world in our classroom: refugee education for 5-year-olds
Title of the Best Practices success story (in national language, if available)	Cały świat w naszej klasie: nauka o uchodźcach dla 5-latków
Detailed description of the Best Practice Context driving the implementation of the action	<p>"You may think I'm just an ordinary lady, but in fact... I'm an astronaut and 1 can take you on a space journey today" - this is how Zuzanna Rejmer begins the workshops for preschoolers, which are devoted to the phenomena of refugees, migration and cultural differences. The children sit in a circle. In a moment, everyone is transported into an imaginary rocket. They put on invisible safety belts in the invisible rocket, put on a helmet, fasten it under their chin, grab the steering wheel and... we float upwards. Space music is playing, the children - with their eyes closed - are spinning over the imaginary planet.</p> <p>The classes have been conducted by the Polish Migration Forum Foundation on a regular basis for seven years. The Foundation's trainers work with preschoolers, children under 10 years of age, using a method that allows them to "visit" different countries of the world where refugees and migrants come from in a fun way, to talk about these countries in the language of children, to arouse interest in cultural diversity among these children, but also to provide difficult information: about the fact that in some countries it is dangerous, children are at risk and need help.</p> <p>The classes are conducted on the basis of a set of materials called "The Whole World in Our Classroom", which was developed gradually over the years. It is based on a set of dolls that represent children from different countries of origin of refugees and migrants residing in Poland. One of the dolls (children) is a Polish repatriate. During the classes the dolls are treated as guests in the classroom who tell the children - through the lips of the trainer - about their countries and experiences.</p> <p>The "Whole World in Our Classroom" set also includes:</p> <ul style="list-style-type: none"> - Intercultural Fairy Tales (fairy tales written in the style of therapeutic tales that tell the story of the day when a foreign child starts the Polish first

grade; material for parents and teachers to read to children at school or at home);

- A Treasury of Knowledge (stories about the countries of origin of
- lesson plans (proposals for classes held using the set);
- colouring books;
- memory games;
- cardboard puppets to play the theatre;
- a board game.

During the classes we talk about the cultures most frequently represented by refugees and migrants in Poland. The characters from the "Fairy Tales" and the "Treasury of Knowledge" represent children from Belarus, Chechnya, Iraq, Somalia, Vietnam, as well as a Polish child returning from the Netherlands.

The classes begin with an introduction of the characters. One by one, the trainer takes the dolls out of the "bus" bag and tells their story based on the materials from the set. The trainer encourages children to interact with the doll, to learn how to greet it in its language, to repeat the information about the given country: where it is, what it is similar to, what houses or trees look like in that country, what people eat, etc. There is a time allocated to presenting and talking about each doll / each country and culture.

Work with young children has to be varied - the activities planned are not longer than a few minutes. The whole class in a group of five-year-olds The second element is learning greetings in languages from different countries - along with accompanying characteristic gestures or body language. During the classes, children greet each other, repeating the greetings they have just learned multiple times, bowing, shaking hands or putting their hands on their hearts, depending on the particular country and custom.

After the active part, it is time for a calmer activity - we invite children, for example, to engage in some artwork. A common task is for children to draw a way in which they could play with the migrant children represented by the dolls. We talk to the participants about what they like to play and which games described by children (dolls) from other countries sound interesting to them. What could their playtime together look like? How to communicate with someone who doesn't speak Polish? This part of the lesson is about inviting children to plan possible positive interactions- even if the other child doesn't speak Polish.

This general scenario is extended with different elements depending on the time available, the age of the children and their capabilities. We have conducted classes with a Syrian refugee who taught children the "Jingle Bells" chorus in Arabic, we have worked on the story of a refugee child in the form of a book and discovered Polish words borrowed from Arabic or takes 45 minutes. More time can be dedicated to working with older children, but it always depends on the group's capabilities

	<p>After the dolls' introduction, depending on the scenario, different activities can take place on the carpet: such as dancing to music from the discussed countries or other physical activities Ukrainian.</p> <p>The method of working with the dolls works very well both in a culturally homogeneous group (when there are only Poles in the classroom) and in a class with foreign children. In Poland, the presence of foreign pupils is still quite rare. In homogeneous classes, the use of a doll allows for personification of a migrant or refugee and makes it more realistic for children to talk about their experiences. In turn in diversified classes the dolls are greeted as "friends" by foreign pupils, whom they give an excuse to share their knowledge of their own culture and customs. The lesson gives foreign children an opportunity to present their intercultural competences - sometimes it is a new experience for them.</p> <p>Unfortunately, working with intercultural dolls also brings some unpleasant discoveries. It happens that when seeing dolls with a different skin colour or exotic clothes, even 5- or 6-year-old children can show aggression and reluctance. They hit the dolls with their fists, comment on their skin colour or origin.</p> <p>Although it is a difficult start to the activities, it gives us space to talk about the negative feelings experienced by children and about their causes. It makes the conversation about cultural differences, acceptance, dialogue, kindness and reluctance a specific experience of that moment for the children (both for the aggressor and for the other participants).</p> <p>This working method is used in a country where presence of a foreign child is rare and pupils don't have a wide experience of cultural diversity. The dolls are a substitute for the presence of a person from another culture. They symbolize a guest - at the same time, they create space to "practise" openness to real people.</p>
When was the Best Practices success story implemented?	The project is still ongoing, since 2008.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector-specific)	Regional
Bodies/entities involved	Schools and non-governmental organization, Polish Migration Forum Foundation.
Specific features	See above
What resources and other relevant organisational aspects	The project requires financial resources for implementing staff and workshop materials. It's co-financed by Warsaw Municipality.

<p>are involved in the piloting and/or implementation of the</p> <p>Best Practices success story?</p> <p>If any, what are/were the sources of funding?</p>	
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	See above
Sources	The project is implemented by Polish Migration Forum Foundation, the description is based on our practice.









5. Best practice: PIT, czyli migranci i podatki – PIT, i.e., migrants and taxes (ECO)

Summary	The Polish Migration Forum Foundation helps migrants settle their annual tax returns.
Title of the success story (in English) of the Best Practices success story	PIT, i.e., migrants and taxes
Title of the Best Practices success story (in national language, if available)	PIT, czyli migranci i podatki
Detailed description of the Best Practice Context driving the implementation of the action	<p>The idea is simple, but it has turned out to be a unique service for which there is a great demand in Warsaw.</p> <p>A few years ago, the PMF was approached by several migrants who had received a PIT from their employers - an annual tax return, which the employer sends to employees in order to settle tax with the tax office.</p> <p>The tax obligation applies to all foreigners legally employed in Poland by employers registered in Poland. However, the system of tax settlement differs in every country - Polish requirements are unknown and new to foreigners, wherever they come from.</p> <p>In recent years, tax offices have been offering free advice on filing tax returns, because the system is complicated even for Poles, but these services are generally only available in Polish. Informational publications and online advice on this subject is also only available in Polish.</p> <p>As a result, migrants don't understand the obligation to settle tax, often don't settle it at all or don't satisfy the obligation on time. This has a serious impact on the process of legalising further stay - tax arrears complicate the possibility for migrants to extend their legal stay. Moreover, by not understanding the system, they don't fully exercise their rights to claim tax relief.</p> <p>Therefore, the PMF has introduced (in 2015, on an experimental basis) an opportunity to obtain advice/support with completing a tax return, available in a foreign language (English, Russian).</p> <p>Consultations were provided by a person with the following competencies:</p> <ul style="list-style-type: none"> - knowledge of tax regulations,

	<ul style="list-style-type: none"> - knowledge of regulations concerning foreigners' work in Poland, - knowledge of foreign languages (in this case Russian and English), - intercultural communication skills. <p>It is rare for one person to possess all these skills, but the result has been very positive. The initiative turned out to be a great success.</p> <p>Foreigners gained professional help with tax settlement. They were able to settle taxes on time and in a way they understood.</p> <p>Employers who hire foreigners eagerly recommended our services to their own staff, as they could be sure that their employees settled taxes properly, which saved them from possible complications in the future. Tax offices were satisfied with the possibility of supporting people with whom they could not communicate on their own.</p> <p>The solution is used by migrants, employers and the state (tax offices).</p> <p>The good practice described here is, so to speak, an emergency exit from a situation that requires a systemic solution in the future. The presence of about 1.5-2 million Ukrainian employees on the Polish labour market should lead to a more professional approach to the subject, which will help satisfy the needs of a larger number of people: preparation of tax settlement forms in Ukrainian or launching foreign language hotlines operated by tax offices.</p> <p>However, in 2019, the specialised PIT advice service for foreigners run by the PMF was the best available solution.</p> <p>Since the beginning of 2015, the PMF advisor has settled income tax for over 400 foreigners. Thanks to their work, tax of about 120 thousand Euro was correctly accounted for.</p>
When was the Best Practices success story implemented? (including start date and end date/ongoing; pilot or regular)	The project is still ongoing, since 2015.
Scope of Best Practices success story (EU, cross-border, national, regional; economy-wide or sector-specific)	Regional
Bodies/entities involved	Non-governmental organisation, Polish Migration Forum Foundation.

<p>Specific features</p> <p>Description of how the Best Practices success story operates in practice</p>	See above
<p>What resources and other relevant organizational aspects are involved in the piloting and/or implementation of the Best Practices success story?</p> <p>If any, what are/were the sources of funding?</p>	The project requires financial resources for implementing staff. The service has been so far co-financed by different entities, such as European Fund for Integration (EFI), Asylum, Migration and Integration Fund (AMIF), Education for Democracy Education.
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	See above
<p>Has there been any formal evaluation of the Best Practices success story</p>	No.
<p>Sources</p>	The project is implemented by Polish Migration Forum Foundation, the description is based on our practice.

6. Best practice: Świetlica integracyjna – Integration Club (CULT)

Summary	The Foundation for Freedom conducts activation- and integration- oriented activities for children applying for a refugee status.
Title of the success story (in English) of the Best Practices success story	Integration Club
Title of the Best Practices success story (in national language, if available)	Świetlica integracyjna
Detailed description of the Best Practice Context driving the implementation of the action	<p>The trainers at the Foundation for Freedom have been running classes at the common room of the centre for asylum-seekers in Targówek in Warsaw for several years (the centre is intended for single mothers with children). The classes are held regularly, 3 times a week for 4 hours. The work conducted at the common room has a multilevel impact on the residents of the centre. First of all, it occupies children and offers them various activities. Secondly, it gives their mothers some time for themselves. Thirdly, it teaches children pro-social behaviours and helps them cope with trauma. Fourthly, various excursions and outings are organised as part of the activities, which put children and young people in unexpected roles.</p> <p>The classes at the common room are aimed at improving social and communication skills of children and youth. The Foundation staff provide assistance with homework, safe conditions for play and development and help reinforce the educational impact.</p> <p>The principles of work are based on the methods of pedagogy of play and multi-sensory activity. Through group activities, children and youth develop positive social behaviours, learn to replace destructive behaviours with positive activities, develop their vocabulary in Polish and confidence in using it, improve reading, writing and numeracy skills, improve their motor and manual skills and develop creative thinking. They learn to comply with the norms and rules of the Polish society. The programme includes homework assistance, integration games, manual and movement- based activities, outdoor games, time for free play and preventive activities. It contains elements of peer and intergenerational education, using both group and individual work techniques.</p> <p>Volunteers working on a permanent basis with the Foundation for Freedom are also involved in its implementation. Among them are students and graduates of humanities courses (mainly pedagogy, social work, cultural studies, sociology, psychology), people who speak foreign languages or have special skills (arts, sports, etc.).</p> <p>As part of the activities, children and young people leave the centre to visit various cultural institutions and sports and recreation centres (e.g. museums, libraries,</p>

community centres, swimming pool, ice rink, zoo) and public spaces (e.g. parks, recreation areas).

The excursions are an opportunity for interaction, meetings, participating in activities together with other residents of Warsaw. The choice of places depends on the interests of the participants. Joint trips with educators and volunteers are an opportunity to strengthen family relations through shared activities, to encourage the residents of the centre to take advantage of the cultural and social services offered by the city and to familiarize them with the structure of the city.

Youth work is very individualised. The rotation among the residents of the centre is high and largely unpredictable. It is therefore difficult to conduct systematic, continuous work or to introduce complex processes in work.

- We do what we can. We organize everything on an ongoing basis, taking into account the needs of the group that we have at the centre - says Martyna Tukaszewska from the Foundation for Freedom. - Working with teenagers is particularly difficult. Building relationships, trust, is easier when someone comes to us as a child and grows into a teenager while they're in contact with us. Or if they know us from an earlier stay in Poland, and now we meet again (e.g. after deportation from another EU country under the Dublin procedures). The Foundation tries to find the "key" to each person. Hence the method of broadly searching for partners, co-workers, activities in which foreign youth can be included - the essence of integration is ultimately to facilitate meetings between migrants and Poles, the Polish community.
- Recently we took the girls from the centre to the youth film festival, where they were jurors. They judged films, had to break down barriers and speak Polish, express their opinions, it was a challenge for them - says Martyna. During the summer holidays, the Foundation also sends Chechen and Tajik teenagers to strength boosting camps for girls, held in the Biatowieza Forest by the "Camp for the Forest" organisation. It is also an integration event - the migrants join Polish teenagers there. To give everyone a chance to have at least a mini-holiday, other girls will go there at least for a few days.
- Working with teenagers is an area that we are constantly rediscovering. 1 start the process, we can't finish it. When we manage to reach one teenager, we hope that through them we can build a group, and then they suddenly leave - reports Martyna on the difficulties. It seems that two factors determine the quality of the common room's services: constant openness to whatever life brings: what people will be staying at the centre, but also to what opportunities for integration will arise spontaneously. And secondly: broad cooperation with various organisations and institutions that are willing to host migrant women and men and can involve them in their daily activities.

When was the Best Practices success story implemented?	The project is still ongoing, since 2015.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	regional
Bodies/entities involved	Non-governmental organization, Foundation for Freedom, and Office for Foreigners (responsible for centre for asylum-seekers maintenance).
Specific features Description of how the Best Practices success story operates in practice	See above
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	The project requires financial resources for implementing staff. The service has been so far co-financed by different entities, such as European Fund for Integration (EFI), Warsaw Municipality. Many activities are conducted by volunteers.
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	See above
Has there been any formal evaluation of the Best Practices success story? Additional information	No.
Sources	Interviews with project coordinator from Foundation for Freedom.

7. Best practice: Etnoliga – Ethnoleague (CULT)

Summary	The Foundation for Freedom organizes an annual intercultural football tournament - the teams are diverse in terms of nationality and gender.
Title of the success story (in English) of the Best Practices success story	Ethnoleague
Title of the Best Practices success story (in national language, if available)	Etnoliga
Detailed description of the Best Practice Context driving the implementation of the action	<p>The Ethnoleague is a football tournament in which each team is diversified in terms of nationality and gender. It is an initiative for all Warsaw residents who love football, organised in the spirit of equality, friendship and fair play. It is open to players from the age of 16. Africans, women, Chechens, Legia fans, the Vietnamese and representatives of the Jewish community play here together. Origin, skin colour, religion, sex do not matter.</p> <p>- Football connects people regardless of their skin colour, gender or religion. That's the kind of football we play. We integrate migrants, support women's football, promote fair play, overcome stereotypes and learn about other cultures - says Krzysztof Jarymowicz from the Foundation for Freedom.</p> <p>The tournament takes place twice a year. Nearly 300 people and 21 teams divided into two groups took part in the 18th tournament in the spring of 2019. Four teams qualify to the finals from each group. The next tournament is planned for autumn. Over the last 9 years of the Ethnoleague, more than 1,500 players from 95 countries have been part of the project.</p> <p>At least three men and three women, and players representing at least three nationalities must play in each team. A team consists of at least 10 players. Participation in the tournament is free of charge.</p> <p>The tournament can be entered by teams (as long as they are diversified) or by individuals who can join teams or form teams in the course of joint training sessions. They often apply through Facebook, which is also used to find partners for the event. Training sessions and friendly matches are held in spring and autumn.</p> <p>- The Ethnoleague shows us how to build common values and bonds between people brought up in different cultures. Through sport, we release good energy, but we also fight discrimination in sport: in access to pitches, in the fan culture, in the media. The same applies to gender equality. Women's football in Poland is only just being discovered, and in the Ethnoleague girls have played with us from the very beginning. Back then there were only a few of them, and now there</p>

	<p>are dozens. Football is a passion that connects people, and the pitch is like a sports agora. That is why the project is democratically managed and we do more than just play. The Ethnoleague is kind of an urban experiment. It's mobile, because every season we change the district and encourage local communities to have fun and to engage in unusual meetings - says Jarymowicz.</p> <p>The Ethnoleague is organized by the Foundation for Freedom - an independent non-profit public benefit organisation based in Warsaw, established in 2004. Its aim is to promote an open society in a just state that respects all people on equal terms, regardless of their origin, colour, gender or religion.</p>
When was the Best Practices success story implemented? (including start date and end date/ongoing; pilot or regular)	The project is still ongoing, since 2010.
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	regional
Bodies/entities involved	Non-governmental organization, Foundation for Freedom.
Specific features	See above
Description of how the Best Practices success story operates in practice	
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	The project requires financial resources for implementing the football tournament and staff/volunteers.
What are the key lessons learnt and the key conditions for success?	See above
Has there been any formal evaluation of the Best Practices success story?	No.
Sources	Interviews with project coordinator from Foundation for Freedom.

8. Best practice: Interwencja pasażerska – Passenger intervention (CULT)

Summary	An informal initiative to support migrants experiencing violence in public transport.
Title of the success story (in English) of the Best Practices success story	Passenger intervention
Title of the Best Practices success story (in national language, if available)	Interwencja pasażerska
Detailed description of the Best Practice Context driving the implementation of the action	<p>The initiative was created by young activists, partly associated with the Humanity in Action organisation. As the number of racist offences in Poland has been growing for four years, the group has decided to do something to improve the safety of migrants in public spaces.</p> <p>- The method behind the Passenger Intervention aims at activating local people in order to prevent verbal and physical abuse in public transport with the help of existing municipal authorities - say the members of the Initiative about their activity.</p> <p>The problem isn't trivial. According to the data of the National Prosecutor's Office, in the first half of 2017 there were 696 new cases of racist, anti-Semitic or xenophobic offences, compared to 566 in the same period in 2016 and 497 in 2015. Most frequently, the victims of violence in Poland are Muslims (or people who look Muslim), black people, homosexuals, Jews and Ukrainians. Recently, violence has also affected Poles who, for whatever reason, were considered to be "foreign" (even due to being tanned or having a phone conversation in a foreign language).</p> <p>Many researchers point out that the reported offences are just the tip of an iceberg - many incidents remain unreported. Migrants attacked because of their skin colour, nationality or language often don't report that they have been attacked. They are afraid of further problems or don't believe that reporting the case will improve their situation.</p> <p>A group of young people associated with the Intervention runs urban campaigns on Warsaw trams - distributes leaflets with information on what to do when you witness verbal or physical abuse against another passenger: a migrant.</p> <p>The activists invite passengers to talk about how we, as passengers, behave as witnesses of aggression and, above all, what can be done in such a situation. The Initiative also organizes workshops on the Bystander Intervention method, which teaches how to react to violence in a public space. This includes both verbal and physical violence.</p> <p>In Poland there are several different initiatives that oppose violence against migrants in public spaces. Social campaigns dedicated to this subject are conducted, among</p>

	<p>others, by the Capital City of Warsaw, Otwarta Rzeczpospolita (Open Republic), Uchodzczy.info (Refugees.info). The Passenger Initiative stands out thanks to its working method: it goes beyond messages displayed on posters or screens and involves passengers in a direct dialogue.</p> <p>So what can you do? It takes courage to intervene when witnessing abuse in a public space. Above all, in order to react, you have to overcome your inner fear.</p> <p>- Once we know that we are dealing with violence, we should think about how we want to react. Are we able to intervene at a certain social cost? We must immediately say what we feel in front of the rest of the observers. This is even the more difficult because we are breaking not only the cycle of social anonymity and indifference, but above all the blurring of boundaries of responsibility for what is happening. As a responsive person, we take on this responsibility. We must also consider whether we are prepared to expose ourselves not only to the risk of being the only person on the bus to react, but also to direct aggression from the attacker. It may sound like a complicated thought process, but certainly many of us have experienced something like this before and know how fast all these thoughts fly through our head - says Wojciech Skrzypek, one of the members of the Initiative. - When this part is done, we have a few options to take action. The safe option is to notify a public officer; the driver or a police officer, or the municipal contact centre - in Warsaw it can be reached at 19 115. This method is nothing more than a transfer of responsibility to the relevant services.</p> <p>Other recommended actions are to try to distract the aggressor or to simply talk to the victim, irrespective of whether the incident continues or is over. It is worth asking how they feel to try to compensate for that traumatic experience.</p> <p>- We want, above all, to equip people who consider attacking foreigners in public places a problem, with practical tools and knowledge necessary to take action. Because it is those who already believe in it that are able to get through the first step faster and to intervene. We are not worried that our event will be mainly be of interest to people who share our views, because they already want to act, but often don't know how - says Wojciech Skrzypek.</p>
When was the Best Practices success story implemented? (including start date and end date/ongoing; pilot or regular)	The project is still ongoing, since 2018.
Scope of Best Practices success story	Regional
Bodies/entities involved	The project is grassroots, created by young activists, partly associated with the Humanity in Action organisation
Specific features	See above

Description of how the Best Practices success story operates in practice	
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	The project is based on volunteering work.
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	See above
Has there been any formal evaluation of the Best Practices success story? Additional information	No.
Sources	Interviews with project initiator.

9. Best practice: Smile Warsaw (CULT)

Summary	The Smile Warsaw Association offering hot meal to the poor and homeless of Warsaw.
Title of the success story (in English) of the Best Practices success story	"Smile Warsaw"
Detailed description of the Best Practice Context driving the implementation of the action	<p>The initiative is run by an international group, some ex-pat, some Poles, based in Warsaw. Every Sunday, free food and sometimes other services are distributed to the poor, homeless or otherwise disadvantaged in the centre of Warsaw.</p> <p>The idea grew from the Seva concept (which draws from the Sikh religion, where there is a tradition of selfless service to the others. The word Seva is a Sanskrit word that describes the act of selfless service.).</p> <p>Some years earlier, Sikh migrants of Warsaw started to practice Seva in line with original tradition (for example, only vegetarian food was offered). Nowadays, original Seva still exists, but as a separate initiative, "Smile Warsaw" was elaborated. The initiative is humanitarian, not a religious one, and involves people of various religious backgrounds (or none at all).</p> <p>Smile Warsaw is based on volunteers: a crew from diverse countries, religions and atheists alike. The volunteers serve food, gather and distribute clothes in designated collection points, chat with those who come for food and help the organization promote in the expat community.</p> <p>- As seldom seen, people from various parts of life and often with opposite world views and opinions - come together to cherish the basic human virtues, regardless of race, religion and political standpoint - Peter Putaski, one of the participants of the initiative said.</p> <p>The key activity of "Smile Warsaw" is a weekly dinner. A hot meal to the poor and homeless people of Warsaw is served every Sunday at 16.00 at a parking lot of the Warsaw Palace of Culture in the middle of the city. The meal (often, but not always consisting of vegetarian Indian food) usually lasts for around 2 hours, each time about 120 people are fed.</p> <p>The volunteers start from setting up tables and organizing stalls where clothes are also distributed.</p> <p>There are more than 70 volunteers, each chipping in with something small to help - Chris Beckmann, one of the volunteers says: "I, for example, distribute toothbrushes, whenever I am in Warsaw, other people set up tables, cook, clean,</p>

	<p>distribute clothes. People come, when they can. They all do little things to contribute."</p> <p>The volunteers also gather and distribute cosmetics, sleeping bags and tents. Contribution of other service or goods is welcome. Sometimes cooking is done on a voluntary basis, sometimes the organization pays for cooking the food, lots of other work and services necessary to make the dinners possible is also donated, like storage, or washing-up after meal, for example.</p> <p>The organization encourages the volunteers to socialize with each other, exchange views and come up with new ideas. "Recently we have started to offer haircuts for both men and women, as well as nail care", Smile Warsaw advertises its new service on Facebook. The concept expands, as new ideas and possibilities really do come up.</p> <p>People are also invited to contribute financially to the initiative - money is needed to buy and cook food (even though even food and cooking are sometimes donated).</p> <p>- It costs approximately 500 PLN a week to feed approximately 100-150 people. No donation is too small or too big. 50 pin will help feed 10-15 needy people, 500PLN sponsors the whole event - organisers say.</p> <p>Since "Smile Warsaw" started operating in 2017, more than 100 Sunday meals were served.</p>
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	See above
<p>Has there been any formal evaluation of the Best Practice success story?</p>	No.
<p>When was the Best Practice success story implemented?</p>	The project is still ongoing, since 2017.
<p>Scope of Best Practices success story (EU, cross- border, national, regional; economywide or sector- specific)</p>	regional
<p>Bodies/entities involved</p>	The project is grassroots, based on work of volunteers.
<p>Specific features</p>	See above
<p>Sources</p>	Interview with one of "Smile Warsaw" initiative volunteers.

10. Best practice: WenDo dla migrantów i uchodźczyń – WenDo for migrants and refugees (CULT)

Summary	The Other Space Foundation organises WenDo courses for migrants and refugees.
Title of the success story (in English) of the Best Practices success story	WenDo for migrants and refugees
Title of the Best Practices success story (in national language, if available)	WenDo dla migrantów i uchodźczyń
Detailed description of the Best Practice Context driving the implementation of the action	<p>WenDo is a self-defence school for girls and women. During the course, women learn how to stop feeling helpless and defenceless in any situation: in a public place, on the street, at work, at home. It teaches them how to react to violence, but also how to avoid violence and prevent potentially dangerous situations. It boosts self-confidence and self-esteem. It helps solve conflicts, overcome stereotypes and fears, guilt and shame.</p> <p>It's not martial arts. It is an art of self-defence invented 30 years ago in Canada especially for women as the people most vulnerable to violence (at that time they were migrants from Eastern Europe). WenDo literally means "Women's Way". It combines the art of physical self-defence with mental self-defence and also knowledge of what to do to prevent violence. WenDo differs from "ordinary" self-defence due to the fact that it attaches great importance to assertiveness. This is expressed through the conviction that no one has the right to violate our boundaries. As we explore our own boundaries, we also learn to respect the boundaries of others. WenDo as an art of mental self-defence shows how important the ability to solve conflicts is, and above all tells us to maintain communication, not to break contact. This is an important aspect of WenDo as a means of prevention of violence. WenDo is simply a way of not becoming a victim.</p> <p>An innovative solution in Poland is to offer WenDo to refugees and migrants. The Other Space Foundation has organized workshops at almost all centres for asylum-seekers in Poland. The classes were also addressed at migrant women, people of different ages. Separate groups were established for girls and teenagers. More than 20 of such workshops were held, attended by more than 300 women.</p> <ul style="list-style-type: none"> - WenDo is based on a belief that a woman has enough knowledge and strength to defend herself against physical and mental violence - says Olesya Malyugina, a WenDo coach. She works with Polish women, migrants and refugees, also in culturally mixed groups. <p>For migrant and refugee women, the activities have multilevel benefits. On the one hand, they are obviously defence skills in case of an attack. Many migrant and refugee women live in places far from the city or in deprived</p>

	<p>neighbourhoods. Women are sometimes accosted, become the subject of attacks - also because of their "non-Polish appearance". In recent years, the number of attacks motivated by hatred or anti-migrant attitudes has been growing in Poland. Women are therefore at real risk and they need real support with physically securing their own safety.</p> <ul style="list-style-type: none"> - Foreign women applying for a refugee status in Poland are a group particularly vulnerable to violence - says Aleksandra Guliriska from the Other Space Foundation. - On the one hand, they may become victims of attacks on account of their origin and religion and, on the other, they may be exposed to aggression from their husbands. By organizing two-day workshops, we will not rearrange their lives, but give them tools that will make it easier to cope with crisis situations - says Guliriska. <p>The second issue, therefore, is family relations - many women who apply for a refugee status in Poland, as well as many migrant women, are protecting themselves in Poland against aggression from their husbands and partners. The third issue is integration.</p> <ul style="list-style-type: none"> - WenDo builds relationships and a sense of support between women, friendships are made during classes - says Olesia. - Women often don't realize how incredibly powerful they are. From childhood we are taught to be nice, to create a good atmosphere and to think, above all, about others. During the classes the trainer practises assertiveness and the art of saying "no" with the participants. Another very important aspect for women are conversations in a space where they can share their experiences and thoughts. <p>For many women, it is a new experience to be able to decide for themselves, to make decisions on matters that concern them. Integration in Poland is therefore a big challenge for them also because their position in the society and expectations towards women in the society are different than in their cultures. The ability to name one's needs and expectations, to set boundaries, to say no, to look after one's own interests - all these resources are useful for migrants and refugees in their everyday lives, to help them look for work, to build relationships with neighbours.</p> <p>Often women migrants and refugees find themselves in a crisis situation in Poland at some point, from which they see no way out. WenDo classes help them rediscover their resources, strength and power to take on the challenges of life.</p> <ul style="list-style-type: none"> - I'll never forget the time when I was asked to break a board at the centre. At first I didn't believe I could do it. But then when I saw two split pieces on the floor, I felt like I was starting my life from scratch - says Larisa, a class participant. - It was only in Poland that I learned that a woman could decide for herself.
When was the Best Practice success story implemented?	The project is still ongoing, since 2016.

Scope of Best Practices success story	Regional
Bodies/entities involved	Non-governmental organization, the Other Space Foundation.
Specific features	See above
Achievements, results and impact	See above
Has there been any formal evaluation of the Best Practices success story?	No.
Sources	Interview with project coordinator from the Other Space Foundation and workshop participant.

11. Best practice: Zarządzanie integracją imigrantów w wymiarze lokalnym: przykład Gdańska – Managing the integration of migrants with a local dimension: the example of Gdańsk (CULT)

Summary	The Municipal Model of Immigrant Integration, developed by the Gdańsk local authorities, NGOs and migrants themselves, as a tool for systemic management of integration on a local level.
Title of the success story (in English) of the Best Practices success story	Managing the integration of migrants with a local dimension: the example of Gdańsk
Title of the Best Practices success story (in national language, if available)	Zarządzanie integracją imigrantów w wymiarze lokalnym: przykład Gdańska
Detailed description of the Best Practice Context driving the implementation of the action	<p>Gdańsk, a city in northern Poland by the Baltic Sea with a population of 600,000 residents, is a positive example of managing migration and integration of migrants on a local level. In 2015, in response to the heated discussion on the place of migrants in society in Poland, the Mayor of Gdańsk Paweł Adamowicz established the first interdisciplinary and intersectoral immigrant integration model team in Poland. Its aim was to develop a Model of Immigrant Integration for Gdańsk, which would direct and standardize the dispersed services provided by the city to foreigners, taking into account their perspective and needs, as well as increase the civic activity of migrants who chose Gdańsk as their new home.</p> <p>Immigrant Integration Model - preparatory work</p> <p>The Immigrant Integration Model was developed by a team consisting of officials, activists and foreigners themselves. It was composed of more than 140 people representing over 80 different entities. A group of over 20 immigrants, new residents of Gdańsk, from various countries, also took part in the works.</p> <p>The immigrant integration model team worked from May 2015 to March 2016. Monthly meetings were held both in thematic groups and in a large 150-member team. Eight thematic groups were established, each of which had its own leader, carrying out substantive work in the following areas: Education, Culture, Housing, Social Welfare, Labour, Abuse, Local Communities and Health. The aim was to achieve an interdisciplinary and cross-sectoral synergy effect-to use all potential resources, to diagnose and find solutions for immigrant integration.</p> <p>The Immigrant Integration Model was adopted by way of a resolution of the City Council in June 2016.</p>

Immigrant Integration Model - contents

An interesting aspect of the Model is the definition of the values the Model is founded on, featured in its introduction. This is important in the context of politically escalated tension connected to the growing number of foreigners coming to Poland and the accompanying disinformation, rumours and misunderstandings, even at the level of the definition of the word "integration". "Integration implies (...) the concept of interculturality, i.e. the interpenetration of different cultures, rather than coexisting side by side, without connections and relations. Integration, however, does not mean unconditional acceptance of all the norms and customs of migrants; the boundary in this respect is set by law, universal values and human rights. The receiving communities have the right to set boundaries, which are defined by social norms and applicable law, provided that they know and understand the culture of immigrants and are willing to engage in dialogue or negotiate certain norms and customs".

The further part of the paper precisely defines tasks in various areas of the city's activity. Below is a catalogue of a few subjectively selected postulates :

School education

Task I: Package of educational and integration activities addressed at teachers, administration and service staff, parents, Polish students and the local community

Task II: Package of educational and integration activities addressed directly at migrant pupils and foreigners

Task III: Support package for parents/guardians of immigrant children in the scope of education and integration Higher education

Task III: Adaptation of university structures to the needs of foreign students

Task IV: Promotion and development of Gdansk universities as a place of higher education for students from different countries and cultures Local communities

Task I: Implementation of a pilot system for integration of immigrants into local communities

Task II: Creation of a Local Resources Base by the network of Integration Organization Leaders in cooperation with the network of refugees' mentors

Task IV: Intercultural education of staff at local institutions/organisations working for integration, working at district councils, community centres, libraries, culture centres, common rooms, etc.

Culture

Task IV: Creating the conditions for active participation of immigrants in culture

Task VI: Shaping an interculturally open attitude in the host community

Abuse and discrimination

Task I: Diagnosis and monitoring of abuse and discrimination against immigrants in Gdansk

Task V: Establishment and implementation of anti-discrimination codes at municipal institutions

Task VI: Development and implementation of new forms of activities aimed at correct response and prevention of hate crimes Health

Task I: Health information brochure

Task III: Preparation of a psychological care team for immigrants and refugees

Task IV: Removing communication barriers Work

Task I: Analysis and monitoring of the demand for employees and the directions of development of the Gdansk labour market Task II: Developing immigrant competences Social assistance

Task II: Extending the scope of social support and welfare, including social work with immigrants Task III: Education of support and social welfare staff Housing

Task I: Community housing with support for refugees

Task II: The programme of accepting refugees into the homes of

Gdansk residents

Task III: Intermediation in the lease of private properties The Immigrant Integration Model is also very detailed in terms of the institutions that are obliged to implement its provisions. It also lists national and EU funds which may contribute to a faster and more effective implementation of the recommendations (an important fund is the Asylum, Migration and Integration Fund). However, first of all, implementation of the Model was planned on the basis of the work of the Immigrant Integration Model Implementation Team, appointed by the Mayor of Gdansk, to continue the mission of the team developing the city's policy in the scope of integration and migration.

Immigrant Integration Model Implementation Team

The MI Team is composed of four main entities:

1. Controlling Committee - representatives of the management of the most important institutions and organisations in Gdansk which are essential for the implementation of the IIM. The works are presided over by the Deputy Mayor of Gdansk for Social Policy. The task of this entity is to determine strategic issues related to the implementation of the IIM, including, among others, establishment of annual plans or introduction of changes in the model itself.

2. Managing Group - Chairman, Vice-Chairman, Secretary and leaders of eight thematic areas in which the IIM is being implemented. The entity is responsible for operational implementation of the IIM, it develops, among others, operational plans, programmes or projects facilitating implementation of tasks defined in the IIM.
3. Integration and Migration Forum - it consists of as many institutions, organizations and individuals as possible, ready to develop and implement integration and migration activities in Gdansk. The starting point for the establishment of this entity was the need to create a space for exchange of knowledge and experience in the field of integration of immigrants and to support the development of intercultural competences of the Gdansk community, which in effect integrates the actions of more than 150 people and more than 70 entities involved in the mission to create the IIM. For the establishment of the Integration and Migration Forum it was crucial to ensure continuity of activities of the wide cross-sectoral and interdisciplinary group of entities involved in the creation of the IIM. The Forum works both in plenary sessions and in thematic groups (as detailed above).
4. Council of Immigrants - representatives of immigrant communities living in Gdansk. More than 20 immigrants from different countries, representing different cultures and religions, participated in the process of developing the IIM - the Council's aim continuation of that commitment. It is an independent entity, carrying out its own activities, and at the same time it has an advisory and consultative role in the implementation of Gdansk's integration and migration policy. The term of office of the Council is two years and its members work on a voluntary basis. The Council is made up of socially active immigrants recommended by Gdansk institutions and NGOs they cooperate with, able to devote their time, on a voluntary basis, to regular participation in the meetings of the Council and in its initiatives.

The practices of the Council of Immigrants

The Council (first term of office) was established in 2016 and in the same year organized the celebrations of the International Migrant Day in Gdansk (18 December) and in 2017 co-organised, with the European Solidarity Centre, the Solidarity with Refugees Day celebrations (15 October). For its activities, the Council of Immigrants in Gdansk was nominated for the Golden Fan Award of the International Organization for Migration (IOM).

Its activity has also been recognised abroad, the Council has been contacted by foreign media and the Councillors have been invited to join the European Council of Migrants.

The Councillors for the second term of office were appointed in 2018. The Council consists of 14 Gdansk immigrants. All the 'Councillors' have many years of experience of living in Gdansk and represent 11 nationalities.

Aws Kinani, Co-President of the Council: I'm from Tunisia. I have been living in Poland for 13 years. I am happily married to a Polish woman of course, we have two wonderful children. I am a real estate agent by profession. I've been in this profession

	<p>for eight years. When I heard that the Immigrant Integration Model was being developed in Gdansk, I decided to join in and share the experience I had gained in my work. So I joined the housing team and co-created that part of the model. Helping others is not my duty, but my passion. It makes me feel fulfilled and I hope to be able to help others all my life</p> <p>Yulia Shavlovskaya: I've been a member of the council since the first term of office. I moved to Gdansk four years ago. I was born in Belarus, studied in Ukraine, have experienced two revolutions in my life. I am happy that I have been working at the Centre for the Support of Immigrants (CWII) in Gdansk as a career and residence advisor for three years now. I am part of a great team of experts and specialists, whom I would like to thank very much for the opportunity to work together. Why did I decide to become a member of the council? I see it as a well-functioning organism in which everyone has their own task, is an expert in a specific area of the integration model and a representative of the immigrant community of the city, which can always be approached with a problem or a proposal.</p>
When was the Best Practice success story implemented?	The project is still ongoing, since 2015.
Scope of Best Practices success story	Regional
Bodies/entities involved	Gdansk Municipality, public Offices and other entities involved in implementation of Immigrant Integration Model, migrants participating in the Council of Immigrants.
Specific features	See above
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	Collaboration between Municipality, its offices, non-governmental organisations and citizens.
Achievements, results and impact	See above
Has there been any formal evaluation of the Best Practices success story?	No.
Sources	<ul style="list-style-type: none"> - Immigrant Integration Model. www.gdansk.ol/download/2016-06/75797.pdf - An article by Gdansk Municipality; https://www.gdansk.Dl/migracie/gdanscv-imigranci-gotowi-do-oomocv-poznai-nowa-rade-imigrantow-i-imigrantek,a.133939

IX. Czech Republic

1. Summary

Type of practice	Title of the practice
Best practice: CULT	Rodina Odvedle – The Family Next Door
Best practice: CULT	Program na podporu učitelu pracujících se zahranicními zaky – Programme to support teachers working with foreign pupils
Best practice: SOC	Dům národnostních menšin – House of National Minorities
Best practice: CULT	Inclusive schools web portal
Best practice: CULT	Intercultural dialogue inspired by a Successful Portuguese model
Best practice: CULT	Colour Planet Festival
Best practice: SOC	Welcome to the Czech Republic, programme for long-term foreign residents

2. Best practice: Rodina Odvedle – The Family Next Door (CULT)

Summary	Project Next Door Family is an innovative way to integrate migrants into the Czech society. Every year, an informal lunch takes place between Czech families and families of immigrants living in the in Czech Republic, directly at their home place.
Title of the success story (in English) of the Best Practices success story	The Family Next Door
Title of the Best Practices success story (in national language, if available)	Rodina Odvedle
Detailed description of the Best Practice Context driving the implementation of the action	<p>As traditionally, on the last Sunday of November, families of foreigners from third countries will meet Czech families in the form of a common lunch, always in the household of one of the families who will take the role of a host. The aim of these meetings is to bring Czech families closer to the families of foreigners, thus helping to integrate foreigners into our society and at the same time help Czech families to meet people living with us. Czech families and families of foreigners legally living in Czech Republic can apply for the project (due to funding). The term family also includes a couple who considers themselves as a family (they don't have to be married). The project is intended for foreigners from third countries (outside the EU). Mixed marriages where one of the partners is an EU citizen cannot participate in the project.</p> <p>Registered families will be paired based on age, hobbies, interests, language and, of course, the city of residence, simply so that the members of both families have enough common topics to talk to. This makes the relationship more likely to continue successfully in the future.</p> <p>At each lunch there is an assistant who will personally contact both families and give them information about the other family and about the meeting. If necessary, the assistant should help break the initial barriers and shame at the meeting.</p>
When was the Best Practices success story implemented?	The idea of the project “Next Door Family” originated in the non-profit organization Slovo 21, zs, in 2004. The creators of the idea are foreigners who have lived in the Czech Republic for several years and know how difficult it is without knowing a language, no support and no person to ask for advice. That brings us to efforts to make friends, to meet people of similar thinking.
Bodies/entities involved	<ul style="list-style-type: none"> - City Council of Prague (donor) - European Fund for the Integration of third-country nationals, - Ministry of Labour and Social Affair

Achievements, results and impact	Next Door Family is a project that has been implemented since 2004 in the Czech Republic. So far, 1614 Czech and foreign families (4435 persons) have been involved. The aim of the project is to improve relations between the majority society and foreigners, to build a multicultural society and to understand different cultures.
What are the key lessons learnt and the key conditions for success? Has there been any formal evaluation of the Best Practices success story?	The participation and feedback in this project in 2004 overwhelmed our initial expectations and proved to be an appropriate way to integrate immigrants into the Czech society and a clear interest in its continuation, we decided to realise the project again in 2005 and it has also been added as an activity - hours of multicultural education in schools. Both these activities continued in 2006. In 2007 we decided to organise activities aimed at building relationships which have been established in previous years. Therefore, in 2007 a new activity was implemented - a meeting with all the participants since 2004 (multicultural meeting), which became a part of the project every year. Another activity of this project in 2008 and 2009 was an international conference "Current situation in the integration of immigrants in the Czech Republic and Europe".
Sources	<ul style="list-style-type: none"> - www.slovo21.cz/index.DhD/Droiektv-cizinci/rodina-odvedle/2-uncategorised/350-next-door-family - https://ec.europ.eu/miarant-integration/interact/the-familv-next-door

3. Best practice: Program na podporu učitelu pracujících se zahraničnimi zaky – Programme to support teachers working with foreign pupils (CULT)

Summary	This project provides a complex set of measures to improve the competences of teachers and public servants in integrating foreign pupils into the Czech educational system. The project is composed of several interconnected workstreams, such as accredited seminars and follow-up methodological support for teachers, courses for public servants and a website for teachers. The workstreams aim to achieve a synergistic effect that increases the quality of inclusion of newly arrived pupils.
Title of the success story (in English) of the Best Practices success story	Programme to support teachers working with foreign pupils
Title of the Best Practices success story (in national language, if available)	Program na podporu učitelu pracujících se zahraničnimi zaky
Detailed description of the Best Practice	The project is composed of a set of complex, interconnected workstreams. Promotion and extension of the web site www.inkluzivniskola.cz
Context driving the implementation of the action	<p>This website gathers and distributes available information on the education of foreign pupils. It contains methodological, educational and organisational materials and is constantly updated. The website has been gaining an audience and earning positive feedback. Promotion of the site is conducted through a network of counselling institutions, public servants, schools and public administration bodies. An e-learning platform for both teachers and foreign pupils is under construction.</p> <p>Additional education of elementary and secondary school teachers</p> <p>The project's educational programme is composed of several accredited interactive seminars on topics including:</p> <ol style="list-style-type: none"> 1. Introduction to inclusion of foreign pupils 2. Czech as a foreign language 3. Principles of working with pupils with a different mother tongue <p>The purpose of the seminars is to get elementary and secondary school teachers acquainted with basic principles and recommended methods for working with foreign pupils in linguistically heterogeneous classrooms. Establishing a network of regional multipliers</p> <p>Regional multipliers are local specialists on the integration of foreign pupils into the education system. Their role is to promote the long-term effects of the project. They are trained by META experts in a certified multi-level training course.</p>

	<p>Development of an educational programme for teaching Czech as a second language</p> <p>The development of an educational programme for teaching Czech as a second language was important in creating a basis for its implementation in the elementary school curriculum.</p> <p>Support for elementary and secondary school teachers</p> <p>The project offers two forms of methodological support for teachers. First, there is a basic consultation via phone or email regarding, for example, particularly complicated cases, educational materials or opportunities. Second, there is a more complex form of support that is based on close contact between schools and experts. In addition to methodological support, there are complementary services such as interpretation and social work.</p> <p>Educational programme and methodological support of pre-school teachers.</p> <p>Pre-school education of foreign children is crucial for their smooth inclusion in schools. In cooperation with the Faculty of Education at</p> <p>Charles University in Prague, the project developed a methodology for pre-school teachers to teach Czech as a second language, based on the respected KIKUS methodology ("Children of Many Cultures and Languages"). The project also organises seminars for pre-school teachers and provides a complex portfolio of counselling services.</p> <p>Seminars for university students</p> <p>The goal of the seminars for university students is to get future teachers acquainted with the issues related to teaching children with a different mother tongue and to develop the inter-cultural competences of future pedagogues. The seminars take place at selected universities.</p> <p>Networking regional actors</p> <p>The project established regional working groups of actors involved in the education/integration of foreigners. The working groups meet on a regular basis.</p> <p>Seminars for public servants</p> <p>The accredited seminar for public servants aims to deepen their understanding of the integration process and to increase their competences in implementing integration principles into their job activities.</p>
<p>When was the Best Practices success story implemented?</p> <p>(including start date and end date/ongoing; pilot or regular)</p>	<p>Project started 01/01/2013 and is still ongoing</p>

Scope of Best Practices success story	Regional, national
Bodies/entities involved	<ol style="list-style-type: none"> 1. European Integration Fund 2. Czech Ministry of Education, Youth and Sports 3. Own resources
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	<ol style="list-style-type: none"> 1. The project created the website Inkluzivni skola (Inclusive school), which registered more than 107,000 visits by October 2016. 2. Development of 6 accredited interactive seminars: 4 for elementary school teachers (Introduction to inclusion of foreigner pupils, Czech as a foreign language, Principles of working with pupils with a different mother tongue, Pedagogical assistant for working with foreign pupils) and 2 for pre-school teachers (Introduction to the inclusion of foreign pupils, Language support for children with different mother tongues). 3. Creation of a network of regional multipliers (8 multipliers). 4. Development of the educational programme for teaching Czech as a second language. 5. Provision of methodological support to pre-school and elementary school teachers: As of January 2018, the project has provided 165 support interventions via phone/email and 25 interventions in person. The project also provided additional supportive activities such as social work and interpretation. 6. Development of methodology for teaching Czech as a second language for pre-school pedagogues. 7. Seminars for university students (158 seminars at 5 universities with 190 participants). 8. Development of working groups for networking key regional integration actors: 5 meetings of the working group members in Prague. The results of the meetings were presented at a conference on the education of children with a different mother tongue held in Prague. 9. Seminar for public servants on the integration of foreign pupils into the Czech educational system (held in Prague with 15 participants).
Has there been any formal evaluation of the Best Practices success story?	Besides the direct feedback of the participants, the positive effects of the project were confirmed by independent research carried out by the Research Institute for Labour and Social Affairs (RISLA) (Barriers to integration from the perspective of third-country nationals and the Methodology of monitoring tools of the integration process). In the research, respondents indicated that the META Association is an important partner in the process of the integration of foreign pupils.

Additional information	The project aims to support teachers in their work with foreign pupils. Thus, it also indirectly helps foreign pupils and their families, especially those who have insufficient pedagogical/family support in the education or social system.
Sources	<ul style="list-style-type: none"> - www.inkluzivniskola.cz - https://ec.europa.eu/migrant-integration/interact/DroaramiTie-to-support-teachers-working-with-foreign-pupils

4. Best practice: Dům národnostních menšin – House of National Minorities (SOC)

Summary	The House of National Minorities is an institution where the 11 officially approved national minorities have office-space for their civic associations. Administratively this institution is organized under the Centre of Social Services which is a municipal department. It is a place of cooperation and meeting of national minorities with one another, within their own community and with the major society. Furthermore, it is a place where civic associations of foreigners can promote their work.
Title of the success story (in English) of the Best Practices success story	House of National Minorities
Title of the Best Practices success story (in national language, if available)	Dům národnostních menšin
Detailed description of the Best Practice Context driving the implementation of the action	<p>The House of National Minorities provides office-space for each of the eleven National Minority representatives and is also a venue for Minority- related events.</p> <p>The House of National Minorities offers programs for adults and for children and youth, such as:</p> <ul style="list-style-type: none"> • visits to the exhibitions of artists that take place in the exhibition halls of the House of National Minorities • the viewing of films in the social hall, which has a capacity of 98 seats • meetings and club evenings with representatives of national minority civic associations • selected cultural programs produced in the House of National Minorities, conferences, meetings and seminars dealing with the issue of national minorities • cultural programs for primary and secondary schools (theatrical performances, educational concerts, lectures, and screenings) • language courses • the mediation of contacts and information • the opportunity to utilize the social hall, exhibition halls, refreshment facilities ("cafe"), conference rooms, and library.
When was the Best Practice success story implemented?	01/01/2007 and still ongoing

Bodies/entities involved	<ul style="list-style-type: none"> - National minorities - Advisory Board on National Minorities - Czech Government
Sources	<ul style="list-style-type: none"> - http://www.dnm-Draha.eu - www.ec.europa.eu/mi2rant-integration/intDract/house-of-national-minorities

5. Best practice: Webový portal: Inkluzivní škola – Web portal: Inclusive School (CULT)

Summary	Inclusive school (www.inkluzivniskola.cz) is an information web portal, focusing primarily on the issues of education of foreign pupils and their integration in the Czech schools. It is a multi-axis support methodological tool providing the experience for teachers working with foreign pupils.
Title of the success story (in English) of the Best Practices success story	Web portal: Inclusive School
Title of the Best Practices success story (in national language, if available)	Webový portal: Inkluzivní škola
Detailed description of the Best Practice Context driving the implementation of the action	<p>The web portal tries to thematise the complexity of integration of foreigners from all points of view - following the line of Czech as a foreign language, question of newly arrived migrants, their origin and legal issues. Organization part focuses on all themes of integration of foreigners and pedagogical work with diversity based on principles of inclusive education.</p> <p>An important part of the web portal consists in the resources and inspirations that form an independent section as well as are integrally linked to the different themes of the web portal. Teachers will find examples of the best practices, illustrative casuistics, downloadable files, useful study materials and web links. These information and documents are practical examples that will help the teachers when solving individual cases showing different practices from the Czech Republic and abroad.</p>
Bodies/entities involved	<ul style="list-style-type: none"> • Ministry of Education • European Integration Fund
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	<ul style="list-style-type: none"> • March - December 2010: 19 815 unique visitors of the web portal (28 095 visits, 2 100 visits of more than 15 minutes.) • January - June 2011: 18 988 unique visitors of the web portal (26 797 visits, 8% of the visits of more than 15 minutes.) • Since 2009: 280 elementary school teachers took part in the seminars. • Since 2010: 80 kindergarten teachers took part in the seminars. • 2010: Web portal got two prices as the most promising activity in the field of integration of foreigners in 2010.

Has there been any formal evaluation of the Best Practices success story?	Evaluation forms for the teachers (other activities of the project than web portal), online evaluation form (web portal - content), personal feedback by the teachers.
Sources	<ul style="list-style-type: none"> - www.inkluzivniskola.cz - www.ec.europa.eu/mi2rant-integration/intpract/web-Doital-inclusive-school

6. Best practice: Zavedem profese interkulturniho pracovníka, inspirace portugalským modelem – Establishing the Profession of Intercultural Worker, inspired by the Portuguese Model (CULT)

Summary	<p>The project was implemented in a partnership with the High Commission for Immigration and Intercultural Dialogue (ACID1) from Portugal from</p> <p>1st December 2012 to 30th November 2014. The idea of the project came from a collective need of 13 NGOs operating in the field of integration of foreigners in the Czech Republic, of the Department of Asylum and Migration Policy of the Czech Ministry of the Interior and of the</p> <p>Department of Foreigner Employment of the Ministry of Labour and Social Affairs. They wanted to discuss and unify practices of NGOs in employing immigrants on the positions of interpreters, assistants and mediators, as well as to systematically anchor and professionalize the intercultural work. Besides that, the aim was also to support immigrants in an active and responsible role of actors of Czech integration policy.</p> <p>The goal of the project is to give immigrants a chance to find an occupation and utilize their specific know-how (knowledge of several languages and orientation in more cultures) by way of establishing the profession of intercultural worker, defining their education demands, and arranging their institutional background to enable them to carry out their work competently. Based on the analysis of the successful experiences of the Portuguese partner, of other foreign institutions and of Czech members of the network, the good practice was transferred and the profession of intercultural worker was established.</p>
Title of the success story (in English) of the Best Practices success story	Czech Republic: Establishing the Profession of Intercultural Worker - inspiration by Portuguese model
Title of the Best Practices success story (in national language, if available)	Česká republika: Zavedem profese interkulturniho pracovníka - inspirace portugalským modelem
Detailed description of the Best Practice Context driving the implementation of the action	<p>A thematic network of both Czech and foreign key stakeholders working with immigrants has been created. The network involves: International project partner - High Commission for Immigration and Intercultural Dialogue (ACIDI), Portugal State administration - Department of Asylum and Migration Policy of the Ministry of the Interior of the Czech Republic - Ministry of Labour and Social Affairs - Directorate of the Foreign Police of the Czech Republic - Department of the Centre for Integration of Foreigners under the Administrative of Refugee Facilities (Ministry of the interior of the Czech Republic) Regional administration - South Moravian Regional Centre for Integration of Foreigners International organizations - International Organization for Migration (IOM) NGOs - Charity Czech Republic - Integration Centre Prague - InBaze Association - Club Hanoi - MOST PRO - Diocesan Catholic Charity Hradec Kralove -</p>

	<p>META Association - Organization for Aid to Refugees (OPU) - Counselling Centre for Foreigners (PPI) - Association for Integration and Migration (SIMI) - Association of Citizens Dealing with Immigrants (SOZE) - Czech Association of Mediators Schools - CARITAS - College of Social Work Olomouc.</p> <p>Members of the thematic network participated in international internships in Portugal, Austria and Germany, with the aim to identify, analyse and evaluate good practices in organisations operating with immigrants. Network members met one another and discussed possibilities of making use of foreign experiences in Czech context too. They also worked on the definition of profile of intercultural workers and searched for opportunities for their employment. Negotiations about systematic anchoring of the profession were primarily led with the Ministry of Labour and Social Affairs and the coordinator of Czech integration policy, the Department of Asylum and Migration Policy of the Ministry of the Interior. The process of registration of the profession of intercultural worker into the National Register of Occupation and National Register of Qualification was successfully accomplished in November 2014.</p> <p>A proposal was introduced to the Ministry of Labour and Social Affairs to integrate the profession of intercultural worker into the so called 'large amendment of the law on social services'. Several public education events were organized to raise awareness on intercultural work among the broader public (known also as intercultural mediation abroad). For instance, an international conference was organised with Portuguese, Spanish, French and Austrian experts. Workshops on intercultural work were led by Spanish experts, and a seminar was led by the founder of intercultural mediation, Mr Carlos Gimenez Romero. A round table discussion took place on the present and future of intercultural work in the Czech Republic.</p> <p>A 250 hours lasting Retraining Programme for Workers in Social Services focused on consultancy and assistance for immigrants was organized under accreditation of CARITAS - College of Social Work Olomouc. The programme offers 6 language models (English, Chinese, Arabic, Vietnamese, Mongolian and Russian one) with participation of 29 immigrants. 40 hours lasting internship for students was organized in organizations who are members of the network.</p>
Bodies/entities involved	European Social Fund - The Human Resources and Employment Operational Programme
Has there been any formal evaluation of the Best Practices success story?	<p>All the participants involved in the project agreed that the project's goals were fulfilled and it was necessary to continue raising awareness on intercultural work among the broader public.</p> <p>A growing need for intercultural workers, expressed both by immigrants and institutions (NGOs as well as the Department for Asylum and Migration Policy of the Ministry of the Interior) led to the establishment of the Association for Intercultural Work. The aim of the Association is to contribute to the</p>

	development of intercultural work in the Czech Republic as well as to harmonize coexistence in a culturally diverse society.
Achievements, results and impact	<p>A) Registration of the profession of intercultural worker into the National Register of Qualification and the National Register of Profession, with the following competences of intercultural workers:</p> <ol style="list-style-type: none"> 1. Mediation of functional communication among immigrants and public institutions as well as other subjects; 2. Provision of basic social and legal counselling in Czech and another language in the field of immigrants' residence permits; 3. Orientation in specific needs of immigrants in the context of global migration as well as Czech and European integration policies; 4. Prevention and resolution of conflicts, particularly between immigrants and the main society, support of friendly coexistence; 5. Networking and cooperation with other experts in the field of integration and participation of immigrants in a society; 6. Orientation in a context of intercultural work. <p>B) Piloting a course on the profession of intercultural workers for 29 immigrants. 17 of them graduated successfully. Some of them have already found fulfilment as sociocultural workers in the network member organizations.</p> <p>C) Publication of a book on intercultural work as well as dictionary/thesaurus of intercultural work in 7 languages (English, Russian, Vietnamese, Chinese, Arabic, Mongolian and Spanish). These publications will serve as a valuable help both for intercultural workers and people interested in intercultural work as well as for immigrants themselves.</p> <p>D) Creation of a new website www.interkultumiprace.cz, containing information on intercultural work, the list of intercultural workers, job vacancies, education courses for intercultural workers and online dictionary.</p> <p>E) Establishment of the NGO 'Association for Intercultural Work, z.s.' In the final stage of the project implementation, project members established this new NGO with the aim to protect professional interests of intercultural workers, to further develop the methodology of intercultural work and to support job opportunities for intercultural workers. The main activities of the Association are:</p> <ul style="list-style-type: none"> - pursuing the recognition of the profession of intercultural worker across the society - to negotiate with state and local administration, educational institutions as well as NGOs about systematic anchoring of the profession and job opportunities;

	<ul style="list-style-type: none"> - promoting professional interests of intercultural workers, supporting and acting for intercultural workers; - setting and preserving the standards and methodology of elementary and additional qualification of intercultural workers; - setting conditions for implementation of a quality education for intercultural workers in the Czech Republic as a whole; - to permanently improve the professional level of intercultural work in organisational aspects are involved in the piloting and/or implementation of the workers, trained with this program. Therefore, we can say that even though the project is officially finished, it is still ongoing.
Sources	<ul style="list-style-type: none"> - http://interkulturniDrace.cz/ - www.ec.europa.eu/migrant-integration/interact/czech-republic-establishing-the-profession-of-intercultural-worker-inspiration-by-portuguese-model

7. Best practice: Barevná Planeta Svetovy Hudebni Festival – Colourful Planet World Music Festival (CULT)

SUMMARY	<p>Summary of Best Practices success story</p> <p>The Barevna Planeta (Colourful Planet) festival, organised by the NGO Poradna pro Integraci (Counselling Centre for Integration), is one of the biggest and longest operating world music and ethnic food festivals in the Czech Republic. The festival has taken place every year since 1998, and over time, the town of Usti nad Labem which hosts the festival has adopted it as a key element of its cultural identity. The festival has also become a role model for other similar events in the country.</p>
Title of the success story (in English) of the Best Practices success story	Colourful Planet World Music Festival
Title of the Best Practices success story (in national language, if available)	Barevná Planeta Svetovy Hudebni Festival
Detailed description of the Best Practice Context driving the implementation of the action	<p>The festival is held each year on the first Saturday in September and lasts from morning to night. There are several stages situated in public squares, clubs and theatres featuring performances from world music artists. Admission is free.</p> <p>Alongside the performances are an ethnic food festival (with immigrant communities from the region invited to prepare and sell their national dishes), theatrical performances, movie screenings and discussions on human rights, national minorities, social responsibility, etc. Also presented at the festival are independent films produced by local immigrants, artwork and traditional artifacts.</p> <p>The festival aims to attract the general public, especially families with children, and transforms the town centre into an amusement park with a carnival atmosphere.</p> <p>The Counselling Centre for Integration is responsible for organising and producing the event. Dozens of volunteers from both the majority population and immigrant communities also help to put on the event.</p>
When was the Best Practice success story implemented?	Starting from 1998, and ongoing
Bodies/entities involved	<p>Financial support for the festival comes from numerous public and private sources. The CEZ Foundation, Innogy, Coca Cola and many regional donors have been among the private sponsors. Public funding has come from:</p> <ol style="list-style-type: none"> 1. Ministry of Culture

	<ol style="list-style-type: none"> 2. Ministry of the Interior 3. Municipality of Usti nad Labem 4. Representation of the European Commission in the Czech Republic
Achievements, results and impact	The festival was held for the first several years as an indoor event. The number of visitors during this period was between 200 and 500 each year.
What are the key lessons learnt and the key conditions for success?	<p>Since 2006, the festival has been held mainly outdoors, and the number of visitors has increased to around 10,000 annually. The number of visitors was high even during the peak of the so-called refugee crisis (2015-2016), despite the rapid increase in hostility among the Czech public towards migrants.</p> <p>Through the festival, the organisers have been able to communicate successfully to the public on the issue of the integration of foreigners and to create a basis for successful cooperation with the town administration and regional integration actors, such as educators and employers.</p> <p>Since 2003, the festival has been organised under the official auspices of the Usti nad Labem municipality, becoming an official element of its cultural identity. The municipality supports the festival logistically, financially and organisationally.</p> <p>For a long time, the festival was the only one of its kind outside of Prague and has become a role model for similar events that other Czech towns organise.</p>
Has there been any formal evaluation of the Best Practices success story?	There is no special evaluation of the festival. However, the festival has been covered extensively in local and national media, and the festival's Facebook page has nearly 2,000 likes. According to estimates from private sponsors of the event, the number of visitors has been constant over the last six years (around 10,000 per year).
Sources	<ul style="list-style-type: none"> - http://barevnaplaneta.cz/ - https://ec.europa.eu/inmigrant-integration/interact/colourful-planet-world-music-festival

8. Best practice: Welcome to the Czech Republic (SOC)

Summary	<p>This project is intended for citizens of non-EU countries who have already arrived to the Czech Republic and intend to reside here on a long-term basis. Its aim is to provide foreigners with basic information on life in the Czech Republic. The outcomes include a brochure and a documentary on DVD.</p> <p>The project has been implemented by Slovo 21 in cooperation with other nongovernmental non-profit organisations, the IOM, representatives of Integration Centres and staff of the Ministry of the Interior's Department for Asylum and Migration Policy.</p>
Title of the success story (in English) of the Best Practices success story	<p>Welcome to the Czech Republic</p>
<p>Detailed description of the Best Practice</p> <p>Context driving the implementation of the action</p>	<p>Foreigners who relocated to the Czech Republic and plan to stay here for a longer period of time will receive plenty of practical information which will help them find their way in society and understand their rights and duties. The courses are also intended to enhance inter-cultural skills of foreigners who moved to the Czech Republic recently to ensure the easiest possible integration into the new environment.</p> <p>These integration courses are provided to foreigners who moved to the Czech Republic recently in the form of regular open public courses at different locations of the Czech Republic. The courses are opened based on demand in NGOs, integration centres, migrant organisations etc. The list of upcoming courses can be found on this website; you can sign up online, and here you can also watch a short film entitled Welcome to the Czech Republic.</p> <p>Courses are organized specifically for foreign employees. A large portion of the courses is also dedicated to foreign university students and students of preparatory language courses. Courses for employees and students take place on the company/school premises.</p> <p>Even if the foreigner doesn't speak any Czech, there is nothing to fear. The courses are taught in Czech, and professional interpretation into English, Russian, Ukrainian, Vietnamese, French, Mongolian, Spanish and Arabic is provided. Interpretation is provided to allow precise transfer of information in Czech while giving the foreigners an opportunity to learn basic Czech terminology.</p>

The courses offer essential practical information from the following areas:

- National holidays. Traditions and customs. An overview of culture. Interesting places in the Czech Republic and free time activities.
- Practical daily life. Emergencies. Transport. Driving. Vehicle registration. Postal service. Official correspondence.
- Housing: Renting a flat. Looking for a flat. Rent-related fees. Risks and protection. Reporting place of residence in the Czech Republic and its changes under the Czech Aliens' Act.
- Health care, health and social insurance: Health care system in the Czech Republic. Public and private health insurance. Social security system in the Czech Republic.
- Education: Czech education system. Placing children in Czech schools. Czech language courses for adults and children. Recognition of previous education.
- Doing business: Getting a business license in the Czech Republic. Duties - health insurance, social insurance, taxes. Residence of foreigners for the purpose of doing business.
- Employment: Employee card. Typology of contracts. How to look for work. Taxes. Health and social insurance: Students and employment. Risks and employee protection.
- Legislation to regulate residence: Visas, long-term residence permit, permanent residence permit, citizenship. Changes in residence status. Terms and deadlines. Biometrics. Attributes of an application, forms and fees. Traveling around the EU/Schengen zone. Invitation to friends and family. Family reunification. Conditions of study regarding legislation regulating residence. Change of school or termination of studies. Useful contacts.
- Contact details of Czech institutions - Ministry of the Interior of the Czech Republic, regional offices of the Foreign Police Service. Contact details of organizations providing assistance to foreigners free of charge - integration centres all over the Czech Republic and NGOs.

This information will help foreigners address their issues with Czech authorities easier. Contact details of legal and social services of integration centres for foreigners and NGOs will help them understand administrative procedures. Information, knowledge and skills obtained by foreigners will lower the

	administrative burden borne by Czech authorities and make foreigner integration easier.
When was the Best Practice success story implemented?	From 2004 and ongoing
Bodies/entities involved	It was co-financed by the European Union, from the European Fund for the Integration of Third-Country Nationals, and the Ministry of the Interior of the Czech Republic.
Source	https://www.mvcr.cz/docDetail.asDX?docid=21786075&doctVDe=AR

X. Spain

1. Summary

Type of practice	Title of the practice
Best practice: SOC	Meeting space in Cartagena
Best practice: ECO	Right of consumers for the integration of immigrants in Aragón
Best practice: SOC	Finding to find us, Exhibition on reception, protection, promotion and integration
Best practice: CULT	Manual for journalists to offer truthful and factual information
Best practice: SOC	Integration Programmes in rural Aragón
Best practice: SOC	Refugee integration City Plan, Barcelona
Bad practice: SOC	Llegada al territorio español y expulsiones "en caliente" – Access to Spanish territory and Push Backs

2. Best practice: Espacio de encuentro en Cartagena – Meeting Space in Cartagena (SOC)

Summary	<p>The Intercultural Community Intervention Project (ICI Project) that promotes the "la Caixa" Social Work, together with the Cepaim Foundation and the City Council of Cartagena, within the framework of the community process that is being developed in the Historic District and Station Sector Neighbourhoods, encourages the creation and revitalisation of public spaces, as places of encounter and coexistence of the neighbours in the neighbourhood to promote social cohesion and intercultural dialogue.</p> <p>This has been precisely one of the neighbourhood proposals included in the community diagnosis made a few months ago.</p> <p>A total of 37 territories throughout Spain develop the ICI Project to strengthen the social fabric of the neighbourhood, as well as prevent and reverse situations of inequality and social conflict.</p>
Title of the success story (in English) of the Best Practices success story	<p>"Meeting Space in Cartagena"</p>
Title of the Best Practices success story (in national language, if available)	<p>"Espacio de encuentro en Cartagena"</p>
Detailed description of the Best Practice Context driving the implementation of the action	<p>In Cartagena, the "la Caixa" Social Work has been developing the ICI Project since 2014, together with the City Council of this city and the Cepaim Foundation social entity, in the neighbourhoods of the Historic District and Sector Station where work is being carried out to promote social cohesion and intercultural dialogue</p> <p>In Historic District and Station Sector, priority is given to the diversity of citizenship. It is estimated that more than 7,000 people have participated in the various actions promoted by the ICI Project. Within the framework of the community process of our neighbourhoods, we see the neighbourhood as the place where we live, in which we partly build our identity, our sense of belonging, is a fundamental space in our socialization, in the construction of that "we" than represents the community... and in some neighbourhoods as ethnoculturally diverse as the Historic District and the Station Sector, we see it essential that these spaces be promoted as places where, from the involvement of diverse citizens, we build intercultural coexistence and social cohesion.</p>

	The community activity "Live in your neighbourhood: Meeting Space", is part of the community program of the ICI Project in which the Department of Social Services, the Department of Education, the Department of Youth, the Health Centre and Foundation are collaborating Cepaim, among others, in addition to neighbours from the neighbourhoods of Casco
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	The CEPAIM staff has been carried out the program activities.
Achievements, results and impact	In Historic District and Station Sector, priority is given to the diversity of citizenship. It is estimated that more than 7,000 people have participated in the various actions promoted by the ICI Project.
Has there been any formal evaluation of the Best Practices success story?	No info
Sources	<ul style="list-style-type: none"> - www.ceoaim.org/?s=convive+en+tu+barrio - www.ceoaim.org/cartaEena-afianza-convive-en-tu-barrio-espacio-de-encuentro-con-actividades-oara-hacer-de-los-esoacios-publicos-lugares-para-la-convivencia-intercultural-en-el-casco-historico-v-e/
Metadata and key words for online search	Diversity, intercultural, community

3. Best practice: Código de buenas prácticas de la Unión de Consumidores de Aragón – Code of Good Practices of the Consumers Union of Aragón (ECO)

Summary	<p>The Code of Good Practice means advancing in the equal rights of all people who live and work in Aragón.</p> <p>The code seeks the integration of immigrants through the greater knowledge of the world of consumption. The Code of Good Practices of the Union of Consumers of Aragón (UCA) for the integration of immigrants through the greater knowledge of the world of consumption means advancing in the equal rights of all people living and working in Aragón.</p> <p>This code groups together the recommendations applicable in the different areas of consumption, valuing the experiences, opinions and observations of both immigrants and the business fabric.</p>
Title of the success story (in English) of the Best Practices success story	Code of Good Practices of the Consumers Union of Aragón
Title of the Best Practices success story (in national language, if available)	Código de buenas prácticas de la Unión de Consumidores de Aragón
Detailed description of the Best Practice Context driving the implementation of the action	<p>After conducting different studies and analysing the statistics obtained in the project, a series of recommendations are included in this Code techniques such as management, aimed at achieving greater understanding and best assimilation of the world of consumption by the immigrant population in collusion with the commercial and business sector.</p> <p>This Code of Good Practice groups the applicable recommendations in the different areas of consumption, the experiences having been valued, opinions and observations of both immigrants, from many different cultures, as of the business fabric in its different sectors: Welcome, Health, Education, Transportation, Housing, Workplaces, Postal services, Communication, Security, Stores and Supermarkets, Banking Services and Places of leisure.</p>
When was the Best Practices success story implemented?	<p>Started in February 2019 in Spain and is now an ongoing project.</p> <p>www.ucaragon.com</p>
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	<p>It is a regional project transferable to other countries.</p> <p>It is an economic project.</p>

Bodies/entities involved	<p>UCARAGON is an association of Consumers and Users, with their own legal personality and not for profit. Its structure, organization and operation are democratic and egalitarian. They are in solidarity with society as a whole, but independent of public powers or political or economic organizations. Its main objective is the defence of rights as consuming citizens. Its scope of action is the Autonomous Community of Aragon.</p>
Specific features Description of how the Best Practices success story operates in practice	<p>COMMITMENTS:</p> <ol style="list-style-type: none"> 1. Good disposition on the part of the immigrant population and the owners of commercial establishments and Spanish companies for communication, already be oral, gestural ... 2. Promote contact between groups (Houses of Culture of nationalities Miscellaneous, Business Associations and Confederations, Associations of merchants, municipal services ...) in order to promote knowledge and resolve the doubts of people of foreign origin in the different areas of consumption. 3. On the part of Spanish establishments and companies, transmit the conditions of sale of products and services (incidents, changes, returns, deadlines ...), properly informing about the existence of "Claim sheets" and how they are to be processed, in a language accessible and easy to understand. 4. On the part of the establishments specialized in the sale of food and products from different cultures, favour their consumption among Spaniards and inform about the conditions of sale according to the regulations of Consumption in Aragon. 5. Opening by the Spanish food stores for commissioning sale of products according to the different eating habits of the immigrant population based on their demand. 6. Awareness of equality on both sides, elimination of prejudices and practices in good faith and respect in order to ensure non-discrimination in the reciprocal treatment. 7. On the part of Spanish establishments and companies, will to recruitment of people of foreign origin in the different sectors: services, commerce, etc. in order to make it possible little by little a greater integration. 8. Promotion of equal opportunities, regardless of natural origin of the individual, in access to goods and services. 9. Promote the use of new technologies by establishments commercials and companies to favour access to the goods and services of the foreign population. 10. Search for aid from the Public Administration for the greater integration of the

	population of foreign origin.
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the	<p>It has been emphasized that this work is an example of the commitment of the Administration and the UCA to inclusion, since the work has been financed with the help of the Directorate General for Equality and Families and the European Social Fund.</p> <p>They have a team of great professionals, lawyers, economists, sociologists and technicians, specifically trained in consumption, who work every day</p>
Best Practices success story? If any, what are/were the sources of funding?	to meet the demands of Aragonese members and citizens and, in addition, conduct studies, projects, complaints and all those tasks necessary for UCARAGON to remain there when citizens need us.
Sources	<ul style="list-style-type: none"> - www.ucaragon.com/seccion-noticias/ucaragon-presenta-su-codigo-de-buenas-practicas-para-una-mayor-integracion-de-las-personas-de-origen-extranjero/ - http://aragonhov.aragon.es/index.DhD/mod.noticias/mem.detalle/area.l343/id.238194
Metadata and key words for online search	Citizens, Equality and Families, Consumers, users

4. Best practice: Encontrar para encontrarnos – Finding to find us (SOC)

Summary	<p>Exhibition on the phenomenon of emigration organized by Caritas.</p> <p>The sample is structured in the four great concepts or lines in which Caritas understands that we must deepen to face the issue; Reception, Protection, Promotion and Integration. Several panels explain the problem, provide statistical data and also testimonies of foreigners to illustrate each of these four areas.</p>
Title of the success story (in English)	"Finding to find us"
Title of the Best Practices success story (in national language, if available)	"Encontrar para encontrarnos"
Detailed description of the Best Practice Context driving the implementation of the action	<p>The exhibition, entitled "Finding us to find us", is organized around several panels with photographs and texts about the difficulties that migrants have to endure in search of a new place to live. The contents invite reflection and personal involvement of the citizen to integrate newcomers. "It is an exhibition that touches the heart, which asks people to put themselves in the place of the other to understand their situation," said the Bishop of Teruel and Albarracin, Antonio Gomez Cantero, who has inaugurated the exhibition before half a hundred of students from Teruel and Calamocha who have made a guided tour of the Bishopric cloister.</p> <p>The director of Critas in Teruel, Juan Marco, has called for an end to "the phobia towards the poor and prejudices towards migrants." "We must all protect the rights and dignity of emigrants and see their integration as an opportunity to get to know other cultures," said Marco.</p> <p>The tour of the exhibition concludes in a large mirror in front of which the visitor is located and with which one wants to show that we are all immigrants and that, therefore, our attitude towards people fleeing their country in search of a better future must change.</p>
When was the Best Practices success story implemented? (including start date and end date/ongoing; pilot or regular)	<p>December 2018 in Spain.</p> <p>www.caritasteruel.org</p>
Scope of Best Practices success story (EU, cross- border, national, regional; economy-wide or sector- specific)	<p>It is a local project transferable to other countries.</p> <p>It is a social project.</p>

Bodies/entities involved	<p>Caritas is an ecclesial and community action, which makes the commandment of love visible. Caritas is the critical conscience that denounces the abuses of an unjust society, a wake-up call to make possible the construction of a new person and a more just society, which we have to build together to make the common good a reality. And this, who has to do it? You and me, young or adult, male or female, who want to commit and have concerns.</p> <p>Caritas is the community expression of preferential love for the poor. The programs we have are the following:</p> <ul style="list-style-type: none"> - Primary Care - Woman: Clothing recycling workshop, motivational workshop ... Community animation: Caritas rural and urban parish. - Children: School support and free time. - Training. - Volunteering. - Employment: Workshop School.
Specific features Description of how the Best Practices success story operates in practice	<p>A group of schoolchildren from Calamocha, the second one who has already seen, visited the show during the official presentation, there it was Juan Marco, director of Caritas Diocesan of Teruel, and Antonio Gomez Cantero, Bishop of Teruel and Albarracin.</p> <p>Marco made an analysis very hard on how Spanish society is welcoming immigrants and refugees and the policies that are being carried out. "Thousands of people living in misery die in the strait because of pride and greed of our world. The poor beg us and in any health centre or any bar we can hear reproaches that invite people to shut up. Intemperate voices and phobia before poor, because nobody cares that a sheikh comes to Marbella." Marco said Caritas bet to perform an analysis of reality without prejudice making visible the problem. "We want to be educated in diversity to recover the concept of social poverty from the perspective that if they lose, we lose all."</p> <p>The exhibition is part of a campaign that is about the society empathize with immigrants, Sharing the trip, that arose at the proposal of the Pope Francisco and Caritas International. The campaign is based on rethinking the four basic pillars of immigration policies: reception, protection, promotion and integration, and try to appeal to individual consciences so that they do not let yourself be influenced by dominant thinking.</p> <p>In this regard, Marco affirmed that welcoming the immigrant "means expanding the possibilities for that emigrants and refugees can enter safely and legally in the countries of destination", what which in the personal sphere is translated by "rejecting stereotypes and prejudices about immigrants. Many things are said to be lies, and only if we keep in touch with these people and we listen to them we will know the things that unite us to them".</p>

In this sense the campaign emphasizes the last name "legal" given to immigration that, for the most part, it is admitted. According to the campaign, the message that politicians throw and opinion leaders that differentiates between legal and illegal migrants, usually depending on whether or not they have an employment contract, it is absolutely fallacious. Is a euphemism masking a sweetened xenophobic feeling, because human rights and the dignity of people they should not be subject to punctual legal qualification or illegal that may change depending on the game of the day.

5. Best practice: Manual contra el Inmigracionalismo – Manual against Immigration (CULT)

Summary	<p>The preparation and publication of this Manual of Good Practices on journalistic treatment of immigration, born of the need to communicate the most common mistakes we have detected during these years of work and offer possible solutions, always from an objective view that takes as a basis the criteria and deontological principles of Journalism.</p> <p>Good journalism flees from sensationalism to offer truthful and factual information.</p> <p>However, almost unconsciously, there is a series of expressions and approaches that are in themselves a form of sensationalism.</p> <p>We call this sensationalism on immigration news 'immigrationalism'. Immigrationalism is:</p> <ol style="list-style-type: none"> 1. Sensationalism in the news about immigration. 2. Information manipulation on immigration aimed at producing fear, hatred or confusion.
Title of the success story (in English) of the Best Practices success story	<p>Manual against Immigrationalism</p>
Title of the Best Practices success story (in national language, if available)	<p>Manual contra el Inmigracionalismo</p>
<p>Detailed description of the Best Practice</p> <p>Context driving the implementation of the action</p>	<p>Red Acoge has been working in the defence of the rights of migrants and refugees who reach Spanish territory, with the objective of facilitating the processes of inclusion of these people and thus seeking greater social cohesion in Spanish society.</p> <p>This social cohesion is worked from different perspectives, both from direct attention as from the sensitisation and awareness of society. This last perspective is essential to show citizens the reality of the migration phenomenon as it is, eliminating factors that they grant a distorted vision and cause a totally unjustified rejection.</p> <p>Under this approach, Red Acoge has been running the IMMIGRATIONALISM</p>

	<p>program since 2014, focused on the analysis and reflection around the journalistic treatment that from the media communication is made to news related to migrants.</p> <p>Every year, a multidisciplinary team of professionals performs an analysis of the news that deal with immigration issues, both in the written press and in the news of the most representative TV networks in the Spanish territory. This work ends annually with the presentation of a campaign and the Report on Journalism and Immigration, a study that gathers the main conclusions that are drawn through said media analysis.</p> <p>It is clear that we are immersed in the information age, in which access to all kinds of news and data is easier than ever. The new technologies have given the possibility to create, distribute and manipulate the information, making it available in huge quantities immediately. This ease and immediacy when it comes to informing us increases the possibility that the news is biased or that they only offer a partial vision of the fact that it is intended to communicate.</p>
Scope of Best Practices success story(EU, cross- border, national, regional; economy-wide or sector- specific)	<p>It is a national project transferable to other countries.</p> <p>It is a social project.</p>
Bodies/entities involved	<p>Red Acoge is a Federation of 20 organizations that emerged in 1991 to promote the rights of immigrants who were in Spain. The Red Acoge Federation arises from the need to combine efforts and promote joint projects, a circumstance that has become indispensable in a social context characterized by population dispersion and a certain atomization in the intervention with the group of immigrants. Currently, the Network is focused on working with immigrants, refugees and stateless persons, giving special importance to the society that welcomes them, and to a work approach in favour of decent, protected, safe and regular migration.</p> <p>Red Acoge is the sum of several organizations that have their social base in very different territorial areas. This sum of actions is based on the autonomy of each of the entities that make up the federation. The operating principles on which the Federation is articulated are:</p> <ul style="list-style-type: none"> - The welcome - Networking and synergies creation - The consideration of the migrant and refugee as an equal subject in rights
Specific features	<p>This manual consists of several parts that are the following:</p>
Description of how the	<ul style="list-style-type: none"> - Introduction - Glossary

Best Practices success story operates in practice	<ul style="list-style-type: none"> - How to make an immigration-free headline? Decalogue - Recommendations - Bibliography
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	<p>This project has been possible thanks to the financing of the Ministry of Labour, Migration and Social Security as well as the Asylum, Migration and Integration Fund of the European Union.</p> <p>Several professionals in the field of communication have voluntarily participated in the focus groups and whose contributions have been essential to create this Manual.</p>
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	Red Acoge was declared a Public Utility organisation on February 18, 2010.
Has there been any formal evaluation of the Best Practices success story?	No info
Sources	<ul style="list-style-type: none"> - https://redacoge.org/wp-content/uploads/2020/11/Manual-Buenas-Practicas_Inmigracionalismo.pdf - acoge@redacoge.org
Achievements, results and impact	More than 400 schoolchildren have visited the show, among many other private visitors.
Additional information Sources	<ul style="list-style-type: none"> - https://www.heraldo.es/noticias/aragon/teruel/2018/12/17/400-escolares-visitaran-una-exposicion-teruel-contra-los-Dreiuicios-hacia-los-inmigrantes-1283347-2261128.html - http://www.caritasteruel.org/files/Inmigracion.Ddf
Metadata and key words for online search	Integration, show, Caritas

6. Best practice: Programa de Integración de Personas Migrantes en el Medio Rural de Aragón – Migrants' Integration Programme in Rural Aragón (SOC)

Summary	<p>This programme assists labour and social insertion in the rural environment of migrants through the following measures:</p> <ul style="list-style-type: none"> - Facilitating to the rural municipalities the impulse of social activities that contribute to improve the social perception of the new people and the creation of spaces of coexistence between them and the native people. - Involving professional people from different fields that work in the social, educational, health, employment and local development territory, cultural promoters, associations and citizens in general to create articulated networks of cooperation and collaboration around projects of local development.
Title of the success story (in English) of the Best Practices success story	Migrants' Integration Programme in Rural Aragón
Title of the Best Practices success story (in national language, if available)	Programa de Integración de Personas Migrantes en el Medio Rural de Aragón
Detailed description of the Best Practice Context driving the implementation of the action	<p>CEPAIM is a foundation whose main goal is to promote a model of inclusive and intercultural society that facilitates full access to the citizenship rights of the most vulnerable people in our society and, especially, of migrants, developing policies to combat any form of social exclusion and collaborating in the development of local territories and countries of origin of migrants.</p> <p>With the Migrants Integration Programme in Rural Aragon, we face two very marked problems in the Autonomous Community of Aragon:</p> <ul style="list-style-type: none"> - The difficulties of socio-labour insertion that many families and migrants have, aggravated in a context of socio-economic crisis that is expelling them from the labour market. - The depopulation processes in certain municipalities of small and medium size in rural nuclei of the three provinces of Aragon that not only require new settlers but also to promote actions that fix the population that already inhabits them. <p>The relationship between these realities through urban-rural geographic mobility can generate dynamics of complementarity and mutual benefit in the framework of local development processes: the rural space can be seen as a context of job opportunities and improvement of Quality of life and families and people can be agents of revitalization and development in rural communities.</p>

When was the Best Practice success story implemented?	Started in November 2018 in Spain and is now an ongoing project. http://www.cepaim.org
Scope of Best Practices success story(EU, cross- border, national, regional; economywide or sector- specific)	It is a national, regional and local project transferable to other countries. It is a social project.
Bodies/entities involved	CEPAIM an independent, cohesive and sustainable organization that responds to social dynamics related to the migratory event and social exclusion processes. Practical and theoretical reference in the coherent application of cross-cutting policies of interculturality, diversity management, gender equality, social cohesion, local development and codevelopment, based on the territory.
Specific features Description of how the Best Practices success story operates in practice	<p>Cristina Sarregui, a social worker, recalled the importance of guiding, accompanying and supporting families in order to facilitate their socio-labor insertion process as well as the importance of actively involving professionals from different fields who are already working in our territory</p> <p>Angela Lope, labour prospective, has wanted to highlight the importance of the work carried out by the Comarcas in this area, especially through local action groups, with which we will try to collaborate as much as possible in order to provide feedback on this previous work and Cooperate in order to get the most opportunities for families.</p> <p>Rocio Gregorio said, program coordinator and social educator, who will also encourage the creation of spaces for coexistence between the new people and the natives in order to get to know and share them, to value those differences that are only cultural and that diversity is a value in itself in the rural environment that surely adds to the promotion of social cohesion of the municipality.</p> <p>Pilar Bernado, Autonomous Coordinator of Fundación Cepaim in Aragon and coordinator of the centre in Zaragoza, approached people attending the difficulties experienced by the migrant population in the Aragonese territory, especially those refugees who came through asylum and refuge programs and how the rural environment can be a place of opportunities for some of them.</p>
What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story? If any, what are/were the sources of funding?	<p>This project has been possible thanks to the financing of the Aragón Government as well as the European Social Fund.</p> <p>A social educator, a business prospect and a social worker form this work team.</p> <p>This project is currently carried out in the Cepaim Foundation centres in Teruel and Zaragoza.</p> <p>“Thanks to the network we have woven and after a committed and rigorous work we have managed to integrate a Syrian family benefiting from international</p>

	<p>protection (Accem) through a pastor's offer offered by another pastor with a livestock farm near Almudevar (Huesca).</p> <p>After making a first interview with a user from Mali, the two parties did not get an agreement on the economic remuneration that would satisfy them and finally, the user concluded that he preferred to keep the job he currently has.</p> <p>When we moved a second time, this time with the father of the Syrian family, the two sides understood each other perfectly. They found on the one hand the need of the Syrian family to achieve their autonomy while opening the possibility of returning to the rural environment, an environment they knew well in their country of origin. On the other hand, the shepherd who offered the job saw in the participant a responsible and committed person, who could occupy the role he so much needed for his animals.</p> <p>This is how our wonderful work with migrants and people living in villages of our community is concretized and how we will continue doing so with the different programs that make up the Rural Development area of Fundación Cepaim.</p>
Achievements, results and impact	<p>From the Rural Development Area of the Cepaim Foundation nationwide, a total of 571 family units have been advised on the Knowledge of the Spanish Rural Environment (879 people with 595 minors, a total of 143 job offers have been managed from the municipalities and a total of 79 family units (156 people / 184 minors) have been inserted.</p>
Sources	<p>http://cepaim.org/aue-hacemos-convivencia-social/desarrollo-rural/programa-integracion-de-personas-migrantes-en-el-medio-rural-de-aragon/</p>
Metadata and key words for on line search	<p>Integration, Rural Areas, Migration</p>

7. Best practice: Barcelona Ciutat Refugi – Barcelona, Refuge City (SOC)

Title of the success story (in English) of the Best Practices success story	Barcelona, Refuge City
Title of the Best Practices success story (in national language, if available)	Barcelona Ciutat Refugi
Detailed description of the Best Practice Context driving the implementation of the action	<p>The "Barcelona, Refuge City" plan was launched in September 2015 in response to the crisis and gear the city up to receiving and assisting refugees, providing the necessary services and guaranteeing their rights, and to calling on states to respect the most elementary standards of humanitarian law.</p> <p>The "Barcelona, Refuge City" plan operates on four main lines that involve various City Council departments and services:</p> <p>Reception strategy: defines Barcelona's reception model and strategy and the implementation stages. The aim is to minimise its impact and implement it in the most effective way possible, taking into account refugees' needs and rights but also those of the city's population.</p> <p>Care for refugees already in Barcelona: this means bolstering the Care Service for Immigrants, Emigrants and Refugees (SAIER) and the Municipal reception programme, Nausica, that offers protection and assistance to asylum seekers already in Barcelona who are receiving no help from the state programme. See more</p> <p>Citizen participation and information: as a result of creating the plan, coordination channels were established with social care organisations and associations promoting volunteering in order to channel offers received from the start. At the same time, and in order to support the initiative, a specific line of subsidies has been created to raise awareness in the field of refuge, and agreements reached for the granting of extraordinary subsidies. Transparent information tools have also been set in motion, such as this website and a newsletter that will be sent regularly to anyone who is interested in receiving it. See more</p> <p>Action abroad: the City Council is pushing for coordination and mutual support between European cities, both on a city-to-city basis as well as in the international networks they belong too. It has also increased the subsidies for NGOs working on the ground, at source and en route.</p>
When was the Best Practices success story implemented?	Ongoing since September 2015
Scope of Best Practices success story(EU, cross- border, national,	Barcelona Refugee City is focused on making Barcelona welcoming to refugees, but to do this it has worked hard to establish a refugee cities network Solidarity Cities,

<p>regional; economy-wide or sector- specific)</p>	<p>which has also been joined by many municipalities in Spain. The main objectives of the network is to promote cooperation and the sharing of information and good practice, both for mutual support in emergency situations and to share intervention strategies.</p> <p>They also collaborate with other city networks Eurocities, Medcities, the World Association of Major Metropolises, and the United Cities and Local Governments network (UCLG) to aid collaboration, cooperation and mutual understanding.</p> <p>Along with other urban centres, such as Amsterdam, Athens, Berlin and Helsinki, Barcelona is driving the first attempt at multi-level governance by the European Commission: the EU Urban Agenda, resulting from the Pact of Amsterdam.</p> <p>Barcelona Refugee City has implemented the 'From City to City' programme to provide assistance and expertise to specific municipal projects in cities with the densest population of refugees in transit and that receive the largest proportion of people fleeing their own countries in search of safety.</p> <p>Bolstering municipal services that have to deal with refugees, to assist them throughout the various stages of the asylum process, and producing an action guide for all the areas involved, ranging from housing and social services to health, education and employment.</p> <p>Giving support through agreements with organisations that deal with refugees, to organise their stay and integration process speedily and effectively.</p> <p>Designing an emergency measure that can be adopted in unforeseen circumstances and in the event of people arriving in high numbers on a sustained basis or more than 75 at once, which would cause the collapse of the state programme. This is a preventive measure designed to ensure the city runs normally, despite the exceptional situation that could result from people arriving in a short space of time. It is based on the model of Barcelona's Basic Municipal Emergency Plan.</p> <p>Organising and managing volunteers and defining their profiles and tasks at each stage of the process, from assisting refugees in their movements and leisure activities to translating and learning languages, in conjunction with specialist organisations.</p>
<p>Bodies/entities involved</p>	<p>The city, its agencies, NGOs and citizens in conjunction with others around the world</p>
<p>Specific features</p> <p>Description of how the</p> <p>Best Practices success story operates in practice</p>	<p>This is a city wide agenda, driven by popular demand that has global reach to make Barcelona welcoming to refugees. It has a well developed</p> <p>infrastructure including website that directs citizens to different actions (e.g. CIVIC SPACE, TEN IDEAS FOR GETTING STARTED, POST IT SPACE, MESSAGES FROM ORDINARY CITIZENS), lobbies nationally and internationally and promotes collaboration between recipient cities in Europe and source cities around the world for integrated responses.</p>

<p>What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?</p> <p>If any, what are/were the sources of funding?</p>	<p>In response to civic demand, the annual budget of this department is 0.7% of the City Council's revenue is dedicated to funding internationalism through its Global Justice and Cooperation Department, subsidies, bilateral city-to-city cooperation, cooperation with other bodies and multilateral cooperation, and in association with other municipalities as part of the Catalan Development Cooperation Fund (FCCD)</p> <p>The City Council has been offering support to migrants and asylum seekers since 1999, through the Care Service for Immigrants, Emigrants and Refugees (SAIER). It collaborates, through subsidies, with city NGOs working in asylum and in international development cooperation and education, which have been squeezed hard in recent years by Spanish and Catalan government cuts. It has also had the Barcelona International Peace Resource Centre (CRIPB) since 2009, which promotes peace cultures through dialogue, awareness raising and training in crisis management and conflict resolution.</p>
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>Citizens can be the driving force for demand to welcome refugees. Spain is the most welcoming society in Europe with 85% of the population welcoming refugees. Barca has turned this into action, dedicated resources and agendas to making it a central hub for welcoming refugees.</p>
<p>Additional information</p>	<p>Similar activities in:</p> <ul style="list-style-type: none"> - France www.lacimade.org/la-cimade-english/ - UK www.refugeecouncil.org.uk/ - & London: www.hacknevmigrantcentre.org.uk/case-studies - NL: www.vluchtelingenwerk.nl/artikel/dutch-council-refugees - IT: www.cir-onlus.org/
<p>Sources</p>	<p>https://ciutatrefugi.barcelona/en/faqs</p>

8. Bad practice: Llegada al territorio español y expulsiones "en caliente" – Access to Spanish territory and Push Backs

Summary	The main obstacles regarding access to the Spanish territory are faced mostly at the Ceuta and Melilla borders and checkpoints. These obstacles are mainly due to the impossibility of asylum seekers to cross the border and exit Morocco. There are several reported cases concerning refusal of entry, refoulement, collective expulsions and push backs, including incidents involving up to a thousand persons during 2018.
Title of the Bad Practices Story (in English)	Access to the Spanish territory and Push Backs
Title of the Bad Practices Story (in national language, if available)	Llegada al territorio español y expulsiones "en caliente"
Detailed description of the Bad Practice Context driving the implementation of the action and why is a bad practice	<p>One of the ways used by migrants and asylum seekers to enter the territory is to attempt to climb border fences in groups. The increasing numbers of attempts to jump border fences occur due to the fact that migrants and asylum seekers, and mostly Sub-Saharan nationals, still face huge obstacles in accessing the asylum points at the Spanish border, due to the severe checks of the Moroccan police at the Moroccan side of the border. This reality is illustrated when looking at the data provided by the Government regarding asylum requests at border, which show that no asylum application was made at Ceuta's border checkpoint, and that persons from sub-Saharan countries are underrepresented among the nationalities of asylum seekers at Melilla's border.</p> <p>Several such attempts were made both in Ceuta and Melilla throughout 2018. In July, almost 800 migrants attempted to enter Ceuta by jumping the border fences, and almost 600 ultimately entered the city. This is considered one of the main attempts to enter the enclave by land registered so far. According to the declarations made by the Minister of Interior, those migrants who were pushed back "had not technically reached Spanish soil yet"</p> <p>At the end of August, after a jump of the fence in Ceuta, the Spanish Government revived a readmission agreement signed in 1992 with Morocco in order to return 116 Sub-Saharan migrants to Morocco within 24 hours. In its 26 years of existence, such agreement had been used only in exceptional cases and for a very limited number of migrants.</p> <p>Criticisms of the Spanish policy of push backs have continued by several organisations and institutions during 2018, such as the Spanish Ombudsman, who also carried out an investigation in relation to the push back of 114 migrants from Melilla to Morocco.⁵</p> <p>The Melilla Bar Association lodged a complaint at the Ombudsman for the push back of 55 migrants to Morocco for the lack of guarantees of their access to justice. In</p>

	<p>addition, the Council of Europe's Special Representative on Migration and Refugees condemned Spanish practice in a country visit report published in September 2018. He also condemned the difficulty for Sub-Saharan migrants to enter Spain legally. In the same vein, UNHCR and the European Union Agency for Fundamental Rights (FRA) expressed growing concerns on migrant push backs carried out by different Member States, including Spain.</p> <p>The number of persons arriving in Spain by land in 2018 was 6,800, up from 5,863 in 2017</p>
When was the Bad Practices story implemented? (including start date and end date/ongoing; pilot or regular)	Started in 2014 in Spain and is now an ongoing practice.
Scope of Bad Practices story (EU, cross-border, national, regional; economywide or sector-specific)	<p>It is a national practice.</p> <p>It is a national policy carry out in Ceuta and Melilla.</p>
Bodies/entities involved	Spanish National Government, NGOs
Specific features	<p>The persisting problem of push backs (devoluciones en caliente)</p> <p>The situation at borders and regarding access to territory has also worsened since</p>
Description of how the Bad Practices story operates in practice	<p>March 2015, after the Spanish government adopted an amendment to the Aliens Act, introducing the possibility to "reject at borders" third-country nationals that are found crossing the border illegally.</p> <p>The amendment, introduced through the adoption of the Law "on the protection of citizen security", includes a specific regulation within the Aliens Act concerning the "Special regime of Ceuta and Melilla". This new regime consists of three new elements:</p> <p>It rules that "those foreigners who are detected at Ceuta's and Melilla's border lines when trying to pass the border's contentious elements to irregularly cross the border, can be rejected to avoid their illegal entry in Spain";</p> <p>It declares that "these rejections will be realised respecting the international law on human rights and international protection ratified by Spain";</p> <p>Lastly, it states that "international protection claims will be formalised at the ad hoc border point in line with international protection obligations."</p> <p>In practice, when a person is found within Spanish border territory, which includes the land between the Moroccan and Spanish border, he or she is taken outside the Spanish border through existing passages and doors controlled by border guards. The amendment aimed at legalising the push backs (devoluciones en caliente) practiced in Ceuta and Melilla, and has been criticised for ignoring human rights and international</p>

	<p>law obligations towards asylum seekers and refugees by several European and international organisations such as UNHCR, the Council of Europe Commissioner for Human Rights, and the United Nations Committee against Torture. Critics regard the fact that people are not able to request asylum, and that the law mostly affects groups in vulnerable situation, including unaccompanied minors and victims of trafficking.</p> <p>These circumstances make Spain one of the European countries with the highest numbers of refusal of entry at the border. In 2017, it refused entry to 203,025 persons, mostly at the land borders of Ceuta and Melilla.</p> <p>Several cases have been brought to court to challenge the conduct of Spanish border control patrols and guards.</p>
What resources were used in implemented	No info
the Bad Practice (relevant organizational aspects etc. and if any, what are/were the source of funding?	
<p>What has been the negative results and its impact either on local or national level as well as other key negative points.</p> <p>Can we learn from this bad practice?</p>	<p>In order to respond to the increasing number of arrivals, during 2018 the new Spanish Government started putting in place new resources in order to manage arrivals and to carry out the identification of persons' vulnerabilities in the first days of arrival. Specific facilities for emergency and referral have been created: these are referred to as Centres for the Temporary Reception of Foreigners (Centros de Acogida Temporal de Extranjeros, CATE) and Centres for Emergency Reception and Referral (Centros de Acogida de Emergencia y Derivacion, CAED).</p> <ul style="list-style-type: none"> • CATE are managed by the National Police and are aimed at facilitating the identification of persons by the police, i.e. recording of personal data,
Has there been any formal evaluation of the Bad Practice Story?	<p>fingerprinting etc. In practice these are closed centres which function as police stations and all newly arrived persons must pass through CATE. The maximum duration of stay in CATE is 72 hours. At the moment there are three such centres: San Roque-Algeciras in Cadiz, Almeria, and Motril in Granada. In addition, a new CATE is expected to open in Malaga. CATE are usually large facilities; the one in San Roque has a capacity of about 600 places, for example.</p> <ul style="list-style-type: none"> • CAED are open centres managed by NGOs, i.e. the Spanish Red Cross and CEAR, and are usually large centres where certain assistance services are provided, including information, social and legal assistance. For example, the CAED in Chiclana de la Frontera, Cadiz is managed by the Spanish Red Cross and has capacity for 600-700 persons. Its aim is to establish the status of each newly arrived migrant and to facilitate them the possibility of contacting family members and friends across Spain and the EU. At the time of writing, there are three CAED managed by the Spanish Red Cross

	<p>(Chiclana, Guadix and Merida) and one by CEAR in Sevilla. The Spanish Red Cross is expected to open another CAED in Almeria.</p> <p>The inadequacy of these centres has been highlighted, as there are some places of arrival where conditions have been considered unacceptable. The Police Trade Union (Sindicato Unificado de Policia) denounced the lack of appropriate health conditions of the facilities of the CATE of San Roque, including cases of scabies, as well as the lack of sufficient resources, health staff and of interpreters during arrivals at night.</p>
Sources	<ul style="list-style-type: none"> - www.ecchr.eu/en/topic/push-backs/infomigrants.net/en/post/7866/pushbacks-on-spain-s-southern-border bordercear.es/wp-content/uploads/2018/03/REPORT-MUROS-FRONTIERA-SUR.pdf elpais.com/politica/2018/10/22/actualidad/1540231594_840449.html - www.asylumineurope.org/reports/country/spain/access-territory-and-push-backssearch.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016808d2c31#_ftn6 - www.amnesty.org/download/Documents/EUR4191102018ENGLISH.PDF - https://eumigrationlawblog.eu/push-backs-rejected-d-d-v-spain-and-the-rights-of-minors-at-eu-borders/
Metadata and key words for online search	Push Backs, Borders, Asylum, migrants

XI. Sweden

1. Summary

Type of practice	Title of the practice
Best practice: CULT	Peace of Art
Best practice: ECO	Yalla Trappan – Yalla Stairs
Best practice: CULT	Migrationens röster – Migration voices
Best practice: SOC	LIV1 Digital platform and media

2. Best practice: Peace of Art (CULT)

Summary	<p>Art exchange project around the world. First launched in Arizona 1993 by artist Katherine Josten.</p> <p>Also nominated for UNESCO prize.</p> <p>Participants create a work of art in any medium followed by an exhibition of all work done on local level. Global Art project then organise an international exchange where similar work of art around the world can connect. The exchange happens biennially 23-30 of April. Thus for the exchange in 2020, contributions are open to register from May 2019. Participants in the US and Canada need to donate 15 or 20 dollars for groups, rest of the world is just asked to contribute without obligation. During the exchange the art with the person or group with whom you've been matched will be shared, the art you receive will be yours to keep. The Key word is Share the art which you've received from your GAP partner so that people in your community have an opportunity to experience the diverse visions of global unity from around the world.</p> <p>In Sweden the connection is with refugee children in the Beqaa Valley in Lebanon. Children start by drawing paintings in Lebanon, they are then scanned and sent to children in schools in Malmö, Sweden. In Malmö the children using the Central station for the exhibitions, finalize the drawings or paintings. It follows by Skype talks to learn about and share things between children and cultures.</p> <p>The organisation in Lebanon is War Child, organizing the work locally as well as helping children to deal with their war traumas.</p>
Title of the success story (in English) of the Best Practices success story	Global ART project or "Peace of Art".
When was the Best Practices success story implemented?	<p>Started in 1993 in Arizona and is now an ongoing project.</p> <p>http://www.globalartproject.org/</p>
Scope of Best Practices success story (EU, cross-border, national, regional; economy-wide or sector-specific)	The project works towards increased tolerance between people, nations, cultures. It is a global project. Were participants volunteer to take part.
Bodies/entities involved	The project has been going on since 1993 and has a very long list of participants over the years: more than 155 000 participants on 7 continents.
What resources and other relevant organisational aspects are involved in the	The project is very low cost. Organised around voluntary contributions and volunteers on countries around the world. The main tool to spread the word is via its web

piloting and/or implementation of the	platform and pages. That is where you contact the organisation and the exchange starts.
Best Practices success story? If any, what are/were the sources of funding?	Its main weak point is probably that it is depending on volunteers and mainly volunteer financial contributions. However it has been up and running since 1993 and can be judged successful.
Achievements, results and impact	See above
Has there been any formal evaluation of the Best Practices success story?	No info
Sources	http://www.globalartproject.org/index.html

3. Best practice: Yalla Trappan – Yalla Stairs (ECO)

Summary	<p>Summary of Best Practices success story</p> <p>Yalla Trappan in Malmö, Sweden started as an integration project with European Social Fund funding in 2006, it went on with 2 further funding periods until 2010 when it became a social enterprise and cooperative. Today it employs 35 immigrant women.</p> <p>The activities range from a catering services to offices, conferences etc., Ateljen, where a number of women sew textiles and fabrics to customers 'satisfaction. Yalla Trappan is also hosted at IKEA in Malmö, where customers can order their textiles of their choice and have them made up.</p> <p>It has set up a lunch restaurant in its premises serving food/lunch on weekdays.</p> <p>It runs a cleaning service for offices and private people, and they are ISO 800 certified.</p> <p>Furthermore it runs a number of independent projects helping immigrants to be trained and get a job. They work with equality and integration.</p>
Title of the success story (in English) of the Best Practices success story	Yalta Stairs
Title of the Best Practices success story (in national language, if available)	Yalla Trappan
When was the Best Practices success story implemented? (including start date and end date/ongoing; pilot or regular)	Start as a project in 2006-2010 and established as a cooperative in 2010. Today it is, see above, much more diversified and a very well-functioning cooperative, still engaged in training and education, helping isolated immigrant women onto the labour market.
Scope of Best Practices success story (EU, cross-border, national, regional; economy- wide or sector-specific)	Integration of immigrant women onto the labour market, making best use of their competences, cultural diversity and skills. Training and empowerment.
Bodies/entities involved	Yalla Trappan
Specific features Description of how the Best Practices success story operates in practice	<p>It is a cooperative with a board. Including a chairperson, secretary, accountant and 6 members. Half the board members are elected on a 2 year mandate and half on a yearly mandate.</p> <p>People can also become members of the cooperative and support the activities.</p>

<p>What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?</p> <p>If any, what are/were the</p>	<p>It is supported by companies such as IKEA, see above. Private members can become support members.</p> <p>Their commercial activities as stated above.</p> <p>They also sell a book, showcasing their development and success.</p>
<p>Achievements, results and impact</p> <p>What are the key lessons learnt and the key conditions for success?</p>	<p>The cooperative currently employs 35 women. Many many more have taken part in activities and training over the years.</p> <p>The success lies within empowerment, initial support from the city of Malmo and other actors.</p> <p>Currently the success is the strong motivation and driving force from the women working in the cooperative and there entrepreneurial skills.</p>
<p>Has there been any formal evaluation of the Best Practices success story?</p>	<p>No info</p>
<p>Sources</p>	<p>www.yallatrappan.com</p> <p>https://www.yallatrappan.com</p>

4. Best practice: Migrationens röster – Migration voices (CULT)

Summary	<p>Nordiska museet, the Nordic Museum in Stockholm. They started collecting migration stories voluntarily jointly with the Swedish immigration authority. To showcase that most of us are in one way or another connected to immigration and people that have immigrated. It began during 2015 with the collection of stories and documentation from people arriving at the Stockholm central station. It continued in 2016 with the aim to document and show 100 stories.</p> <p>They also cooperate with the Swedish newspaper DN - Dagens Nyheter through a joint effort under @RefugeeSweden. Current topics from the crisis for refugees in Europe is reported via that platform and all information is stored and archived at the museum.</p>
Title of the success story (in English) of the Best Practices success story	Migration voices
Title of the Best Practices success story (in national language, if available)	Migrationens röster öster
Detailed description of the Best Practice Context driving the implementation of the action	<p>As in the summary above: Nordiska museet, the Nordic Museum in Stockholm.</p> <p>They started collecting migration stories voluntarily jointly with the Swedish immigration authority. To showcase that most of us are in one way or another connected to immigration and people that have immigrated.</p> <p>It began during 2015 with the collection of stories and documentation from people arriving at the Stockholm central station. It continued in 2016 with the aim to document and show 100 stories.</p> <p>They also cooperate with the Swedish newspaper DN - Dagens Nyheter through a joint effort under @RefugeeSweden. Current topics from the crisis for refugees in Europe is reported via that platform and all information is stored and archived at the museum.</p>
When was the Best Practices success story implemented?	Started in 2015/2016
Bodies/entities involved	Nordiska Museet
Specific features Description of how the Best Practices success story operates in practice	Thousands of people have arrived to Sweden as refugees, this gathers and publishes many of their stories. It creates more understanding in society about their cultures, where they come from, why they are refugees and what they hope for the future.

What resources and other relevant organisational aspects are involved in the piloting and/or implementation of the Best Practices success story?	<ul style="list-style-type: none"> - Mainly from Nordiska Museet - @refugeeSweden - the Swedish immigration authority - DN - Dagens Nyheter
Achievements, results and impact What are the key lessons learnt and the key conditions for success?	<p>Publishing thousands of stories. Use of web and social media. Helped newspapers with material (involving DN - Dagens Nyheter, a large Swedish daily newspaper.</p>
Sources	<p>https://www.nordiskamuseet.se/migrationens-roster https://www.instagram.com/refugeesweden/ https://minnen.se/</p>

5. Best practice: LIV1 by Fryshuset (SOC)

Summary	<p>LIV1 is a digital platform run by Fryshuset. Fryshuset started as a project in Stockholm in 1984 to combat social exclusion. Today they have activities in Stockholm, Gothenburg and Malmo and many other places in Sweden. They run gymnasium schools, manage activity centres, events, all for young people and in support of diversity, equality etc.</p> <p>LIV1 publishes good practice stories from primarily immigrants and their individual success stories. The platform allows to show how people can succeed. Become successful entrepreneurs, successful projects etc. By showcasing good diversified successful stories, they hope to show a diverse society and a society of the future.</p> <p>The platform also allows for people to set up physical meetings. The platform proposes these meeting places in Stockholm, Gothenburg and Malmo.</p> <p>The stories are broadcasted as podcasts, film, music, text.</p>
Title of the success story (in English) of the Best Practices success story	<p>LIV1 by Fryshuset</p>
Title of the Best Practices success story (in national language, if available)	<p>LIV1</p>
Detailed description of the Best Practice Context driving the implementation of the action	<p>LIV1 publishes good practice stories from primarily immigrants and their individual success stories. The platform allows to show how people can succeed. Become successful entrepreneurs, successful projects etc. By showcasing good diversified successful stories, they hope to show a diverse society and a society of the future.</p> <p>The platform also allows for people to set up physical meetings. The platform proposes these meeting places in Stockholm, Gothenburg and Malmo.</p> <p>On the platform you find stories such as Ishtar Touailat, who run away when 12 years old and after a very turbulent upbringing today is voted a supertalent as an entrepreneur in Sweden.</p> <p>Or the story of Andra Farhad, who asked herself, how do 1 get rich. She started to learn about the stock market, made her first million within 4 years and teaches and gives lectures about finance and the stock market today.</p>

When was the Best Practice success story implemented? (including start date and end date/ongoing; pilot or regular)	Fryshuset started in 1984, LIV1 is a recent feature in its portfolio of activities.
Scope of Best Practices success story	Showcases a number of individual and group success stories. It also allows people to publish their experiences and allow people to meet and discuss and develop ideas on three locations in Sweden.
Bodies/entities involved	<ul style="list-style-type: none"> • Fryshuset: https://frvshuset.se • LIV1: https://www.livl.net/goda-exempel/ • Individual projects can receive funding from external sources.
Specific features	It is a platform that allows to spread good examples and success stories in Sweden. It is used by the public, the organization in various circumstances.
Achievements, results and impact	Good and credible organisation, spreading diversity, equality, social inclusion etc.