INVOLVE

TOGETHER FOR A BETTER WORLD

THE INCLUSION MODEL

INTRODUCTION

By model we mean a set of criteria that should characterise a reception/integration experience to guarantee its quality with a good probability of success and replicability.

The model described arises from the work carried out by local groups, in the selected hubs and contexts, and from the discussion in the Technical Committee, which also took into account the good practices collected and analysed in different national contexts. In the first phase, we identified some crucial areas of intervention which we outlined with short key descriptors, that we have identified in the course of our work. This work made it possible to focus on two important aspects.

First, it was possible to verify that the criteria characterising successful experiences (social aspects, organisational, motivational, administrative, economic, etc.) occurred in all three urban typologies (small municipalities, medium and big towns). We were also able to verify that the variations, where they occur, can be found at the level of the indicators, namely concrete actions, identifiable and measurable, that have been implemented in the areas described. For example: in the case of the "cooperation" key descriptor, which refers to the collaboration with local institutions, the actions for operating within this field change with the relevant type of urban centre. It is more usual to collaborate directly with the mayor in a small town, while in a medium or large city collaboration with an official of the administrative offices is more likely.

All this led us to decide on a single model for the three urban typologies. We decided not to differentiate between the three urban typologies, until we have developed appropriate indicators for each type of town or city.

Secondly, the resulting model is an **open model**, that will need further checks to be finalised. This task will be carried out by local working groups and hubs, according to the local authorities' suggestions, during the project lifetime. In this period will be crucial to monitor which indicators can be detected from local experience, and which are the most significant ones.

The model we worked on, is essentially a framework designed specifically for local authorities and third sector entities, but also for associations and individual TCNs that want to implement good reception and integration practices. The model therefore, in this planning phase, is a draft proposal that can promote and facilitate the creation of good replicable experiences.

These thematic criteria, consisting of ten key descriptors, allows them to be developed and applied according to the different contexts (social, cultural, political, administrative …) and the locality. It therefore becomes essential to continue with the participatory methodology, implemented in this first phase. It is also important to be consistent in developing a participatory planning process together with local hubs and local authorities to verify the model during the implementation of the project. During this phase of the development of the model, built on good practices and experiences, it has already emerged that participatory planning and the involvement of the various stakeholders active in the area, are the "key route" for checking to see if there are any weaknesses in the delivery of planned volunteering activities that are aimed at ensuring the maximum possible integration of the TCNs in the local community.

It also emerged in this first phase that not all thematic criteria must necessarily be present and not all with the same intensity. However, there need to be enough conditions (e.g. cooperation, engagement, information) to guarantee a successful experience. The monitoring and assessment work becomes fundamental in this respect. Both the monitoring activity, delegated to dedicated operators, that the assessment activity must be transparent and participatory. In particular, the monitoring process must involve not only the key stakeholders, but also the whole community in which, and with whom, one is working to create good reception and integration process. It is assumed that the quality of the results may vary according to the local conditions in which the process is implemented. This   is why it is important to read the three following chapters that describe how the thematic areas are implemented, so far, in 3 different countries. These chapters should be read before the chapter that describes the actual model. These chapters explore and uncover some logistical issues and specific methodologies in the management of volunteers, emerged in this first year of activity, that have given rise to the ten key descriptors of the model.

PRACTICES OF INCLUSION IN A SMALL TOWN

Tensions between Member States since 2015, as well as the rise of extreme right-wing extremists in Europe - although earlier - have described a continent that is questioning its tradition of welcoming persecuted populations. A study carried out in France by the Ifri[1] Migration and Citizenship Centre shows a completely different picture of small towns and rural areas. Carried out as part of the European SHARE Integration project[2] (coordinated by ICMC Europe), the study is based on some forty interviews with local actors, and presents these territories as host lands and opportunities for these refugees.

Far from the anonymity of large cities, the visibility of refugees in these territories triggers a process of mobilization of local authorities, municipal officials, associations and especially the population.

The size of a small town varies greatly from one country to another. We understand here by small town, any agglomeration of maximum 2000 inhabitants. Differences between EU Member States are also important, both in terms of migration experience - depending on whether they are a point of entry, a point along the migration route or a point of destination - and in terms of response to refugees and asylum seekers. EU Member States are relatively autonomous in how they treat asylum seekers and refugees, resulting in wide disparities in approach. We will discuss here examples that have been implemented in France.

Since each territory has its own characteristics (rural, semi-urban, desert, dynamic, high unemployment, lack of manpower, etc.), the case studies presented here correspond to their own context. These examples can be a source of inspiration and reflection for project leaders. They make it possible to highlight inidcators to be taken into account when implementing a project to integrate third-country nationals into a small territorry. Reproducible, these examples must be adapted to the contexts in wich they are considered. Successful approaches to the integration of third-country nationals require multiple local solutions based on local needs.

The cases presented here are instructive on how dedicated individuals and communities, with the right tools and information, can take practical steps to

---

[1] M. Tardis, "Another story of the refugee crisis. La réinstallation dans les petites villes et les zones rurales en France", Les études de L'Ifri, July 2019. Available at: https://www.ifri.org/fr/publications/etudes-de-lifri/une-histoire-de-crise-refugies-reinstallation-petites-villes-zones (also available in French at: https://www.ifri.org/en/publications/etudes-de-lifri/another-story-refugee-crisis-resettlement-small-towns-and-rural-areas).

[2] See a presentation of the SHARE Integration project: https://www.resettlement.eu/page/welcome-share-network.

benefit both migrants and local rural communities. These are generally small and fairly "flexible" projects. Rather, they are intended to reflect the ambitions of some individuals and groups seeking to provide a better local response in rural areas. Based on these experiences, we would like to extract some key descriptors that are real levers for success in order to design and implement voluntary actions that contribute to the integration of third-country nationals in small towns.

Human and financial resources are essential for any project to integrate third-country nationals into small territories. There is no magic formula, but each of these examples presented below use different types of financial resources (private, public - by linking the different mechanisms that provide adequate funding). The presence of at least one employee in charge of coordinating activities is required for the smooth running and quality of projects. The frequent lack of staff leads to discouragement for the various people involved.

Many initiatives are being put in place to welcome third-country nationals in small towns. From the group of residents who wish to provide basic assistance to a family newly settled in their territory, to projects relating to employment support in rural areas or the opening of a temporary accommodation centre in a village. Each of these projects impacts the territory and the people with whom they work, but without **collaborative and network work on the area**, the projects lose their meaning and efficiency, the actors involved get tired of it. It is essential to work in a network from the beginning of the project to its implementation. Not only does this make for more efficiency, but also projects become stronger thanks to the use of existing resources in a territory, furthermore in territories where resources (human and financial) can be very limited.

The Congress of Local and Regional Authorities of the Council of Europe is drafting a report in March 2017 entitled "From reception to integration: the role of local authorities in tackling migration[3]". It emphasises the role of local and regional authorities in organising the reception of migrants. Indeed, "territorial authorities being the authorities closest to the population, they are the first point of contact in emergency situations and have a duty to provide newly arrived migrants with access to key public services without discrimination". The Organization for Universal Citizenship (O.C.U.[4]) is producing a booklet in 2018

---

[3] https://rm.coe.int/16806fe42f

[4] The O.C.U. was created in 2003 and brings together French organizations: Emmaus International, the Utopia movement, France Liberté and the CCFD Terre solidaire et internationale: Espacio sin fronteras (Latin America), Alternatiave Espaces Citpyens (Africa) and Center for Migrant Advocacy (Asia)

that highlights examples of "municipalities that act". The study highlights the central place of municipalities in the reception and integration of migrants and reports on alternative practices that have emerged within municipal policies. These aim to "give priority to the reception of migrants through a global vision of asylum and hospitality, in a medium- and long-term perspective rather than in a logic of urgency; enable migrants to take a full part in the life of the city and to participate in the definition of public policies; carry out work to educate and sensitize local populations to a positive approach to the migration phenomenon, based on the notion of universal citizenship and the principle of free movement; set up actions to ensure the sustainability of alternative actions".

Collaboration between institutional services quickly became central for local elected officials in small French municipalities. Some have decided to create the National Association of Welcoming Cities and Territories (ANVITA), which promotes hospitality as a source of inclusive and emancipatory policies. The aim is to bring together elected officials and services confronted with the problems of welcoming migrants on their territories, to share good practices and knowledge in terms of reception and integration, to mobilize other elected officials on the challenges related to current migration policies, to set up national coordination to associate elected officials, migrants, associative actors, citizen groups, lawyers and researchers involved in the issue of reception and to set up a framework for dialogue with the State.

ANVITA claims that there is no national solution to reception but as many solutions as there are local situations.

In this way ANVITA was organised in committee: "unconditional reception", "access to fundamental rights", "protection of unaccompanied minors", "questioning the State" and "raising public awareness and territorial cohesion". Thanks to this network, mayors and elected representatives of municipalities meet to receive training, be informed, exchange views on the problems encountered in their small cities, and report their needs to the State. A real network of municipalities involved in the reception of third-country nationals has been set up and makes it possible to support municipal teams in their actions and the design of reception policies. This networking of municipalities, alongside citizen and association collectives, has made it possible to better formalise and structure initiatives in the territories concerned.

In small towns, where human and financial resources may be limited, cooperation and networking between municipalities - often through mayors, between citizen

and social structures, between inhabitants (long-time and newly arrived) is an essential factor for the successful integration of third-country nationals.

Another initiative highlights the importance of networking and collaboration. In 2016, the municipality of Serquigny was asked by the State to host a Reception and Orientation Centre. The municipal council gives its approval and the mayor writes two letters to his fellow citizens to inform them of the situation. One month later, 32 asylum seekers arrived in the municipality. They are welcomed by the mayor, the state representative, the departmental director of social cohesion, the inhabitants of the village, over a coffee. They are housed in distributed apartments rented by a social landlord in the municipality, accompanied by a social support association. The next day, a demonstration against the reception of migrants was organised in the village by representatives of the National Front and refractory inhabitants. The town hall has made sure to provide explanations: it organises a conference with a former French ambassador to Afghanistan, disseminates information to the inhabitants on "the reception of migrants in the Reception and Orientation Centre". The mayor is pedagogical and attentive and listens to the fears of the inhabitants. A network of volunteers is formed: the Collectif Serquigny, which has about sixty people. It offers literacy classes, film outings, basketball games, hiking in the forest and cooking sessions. The Town Hall and the Collective are in close contact for the implementation of activities. In the case of Serquigny, the key to success lies in the collaboration between the municipal reception and the citizen reception, as well as clear and precise information for the inhabitants in order to warn them, possibly to reassure them and to cut short rumours. Voluntary residents' groups have a key role to play in the reception, support, socialisation and integration of third-country nationals. Their collaboration with the town hall is a real success factor in welcoming people from third countries to the town and provides **clear, precise information that is shared by all**. Without using top-down public policy approaches, this case study shows the value of coordination, harmonizing local activities and providing the necessary support to stakeholders to make a difference.

In addition to **cooperation, networking and information** for all actors in a territory to aim at the integration of new third-country nationals, the voluntary and voluntary involvement of the persons concerned is essential in this type of territory. Small towns operate more on interpersonal relationships and attachment to the territory than on more traditional social assistance services.

The local population is the main asset of small towns and rural areas. By mobilizing with third-country nationals, these local populations constitute a formidable accelerator of integration and social cohesion. Rather than setting up projects to integrate third-country nationals isolated from the inhabitants of a village and without their voluntary engagement, it seems much more effective and meaningful in the long term to put the citizen back at the heart of the reception. Allowing long-term residents to be active and to engage in the integration policies of third-country nationals also compensate for small towns handicaps (low financial resources, desertfication of villages, unemployemnet, etc...). But this does not absolve the authorities of their responsibilities. However, it can be seen that this integration works beter since the authorities at local level support and assist this mobilization, and that a distribution of roles is defined with public services, social workers of associations subsidised by the State and the local population.

Let's take the example of the SemetVol association, non formal NGO that implement local development activities through international volunteer workcamps for residents and international volunteer. SemetVol naturally found itself working on the voluntary commitment of third-country nationals settled or in transit on its territory. The association is involved in the implementation of Involve project in a very rural area of Aquitaine region. The NGO brings together different actors of the territory: institutions through the mayors of the municipalities, specialized housing management bodies, groups of citizens involved in the reception of migrant families, social services of the territory, long-time and newly settled inhabitants. Regular meetings between those people involved in integration in a fragmented rural area make it possible to identify everyone's needs (training, exchange of practices, etc.) and the resources to be shared in order to improve services provided.

Thanks to the hiring of a person and the financial resources dedicated to the project, SemetVol runs a local community hub that does not have a physical location, but goes to meet local events (forum of NGO, fishing club, village festival, etc...). Indeed, one of the problems of small towns concerne mobility of people: transports networks being underdeveloped and small towns are isoleted and remoted from each other. Thus, rather than considering a physical place to welcome third-country nationals (costly and heavy to carry on), SemetVol acompanies third-country nationals to pre-existing associative events, in order to help them making links and enable them to engage serenely as volunteers in local activities. In addition, in partnership with local social organisations, SemetVol is currently setting up a public shared garden, open to everybody.

Everyone will be able to come together to meet, exchange and developp new ideas by gardening together on a voluntary basis.

SemetVol organizes also volunteer workcamps from one day to three weeks, in partnership with town halls and local associations, which bring together long-time residents and newcomers around manual work in the service of the community (repair of banks, old laundries, etc.). It organizes events (festival) and friendly exchanges times (festivals, international meals) in order to create links between the different inhabitants, to allow the meeting and to highlight the richness of interculturality. It accompanies third-country nationals in local recreational associations (fishing, handball, football, etc.). These activities enable third-country nationals to engage in local life, create a supportive and friendly social network and gain autonomy in the territory. Through voluntary activities carried out together, long-time residents and newcomers are trained to reduce their prejudices, meet and enrich each other, and take part in the life of the city on an equal footing. Through joint activities, locals and immigrants enjoy each other's company and come to rely on each other.

From the point of view of professional integration, networking and direct access to employment opportunities are made possible by bringing together the many volunteers. Indeed, traditional recruitment process, CV, cover letter and interview, is often discriminating against newcomers. There is still, even today, fear from some employers to hire a third-country national despite of French laws of non-discrimation in hiring[5].

Support for volunteers is a necessary condition for the success of SemetVol's projects, and is provided through regular meetings between the association's workers and volunteers regarding needs and desires of each and through collective workshops with all volunteers on diverse themes (non-violent communication, disciminnation, group leadership, interculturality, etc...). SemetVol puts the notion of volunteer path at the heart of its activities and supports volunteers, when they wish, to carry out a long term volunteer path.
By volunteering together, third-country nationals bring a new dynamic with other ideas and experiences; locals see them from a different point of view.

JRS France's youth program is also based on the voluntary involvement of all on an equal footing in order to train, fight against prejudice and be active in its territory. Located in the city of Limoges, the program covers all the small towns around Limoges. The program offers young people, whether they are asylum seekers or refugees, students or young professionals, with foreign or French origin, the opportunity to meet each other through activities that they will co-organise and co-facilitate. Volunteers can sometimes be participants, sometimes actors in the programme. No one is a beneficiary of the program anymore, because everyone is the actor. By promoting "doing with", rather than "doing for", volunteers gain self-confidence, reciprocity makes it possible to highlight the capacities of each person and to bring intercultural richness to life. About 60 active volunteers are involved in the program, at least one activity is proposed each week (philosophical debate, film screening, world cuisine workshop, Fulani language course, etc...). "Moving from the status of beneficiary to that of actor is important in the construction of identity, and allows to regain self-confidence, to feel useful in a territory.[6]" A full-time person is hired to coordinate all activities on the territory and in particular to seek solutions for the mobility difficulties of inhabitants of small, remote and isolated municipalities.

---

[5] https://www.legifrance.gouv.fr/affichCode.do;jsessionid=40BE0AA8CD9677CC329E37FC9A3CAC7.
tpdjo10v_3?idSectionTA=LEGISCTA000006165298&cidTexte=LEGITEXT000006070719&dateTexte=20120820

[6] testimony of a young participant in the JRS Youth Program, 2019

Another example points to the importance of autonomy and interculturality in the implementation of projects for the integration of people from third countries into small towns. True integration is a multi-faceted process that goes well beyond intercultural understanding or access to the labour market and involves housing, education, health, social services and personal, political and cultural life. The slightest obstacle in any of those area can have an impact on others.

Coordinated responses and integration pathways for new immigrants must begin by identifying their individual needs and the many barriers they face. Supported by the 05 collective (a group of associations working to integrate people who are far from employment in the Hautes Alpes), nine associations hire a total of fifteen refugees who will work in various fields (environment, renovation of local heritage, carpentry, market gardening, recycling, etc.) with french native. They will be trained (language courses, labour law and duty at work, safety at work, posture, etc.)[7] , and be supported in defining and implementing a professional project in the region, taking care to identify the obstacles to insertion. Collective 05 works in close collaboration with social centres, companies, volunteers involved in associations and municipalities. Village des Jeunes, member of Solidarités Jeunesses, which takes part in the Involve project, organizes days of discovery of the local trades with professionals, for refugees. These activities allow third-country nationals to have a certain financial autonomy, and to understand a territory from a work perspective: what are the employment opportunities in a rural, fragmented territory where work opportunities are difficult to find? Much more than a simple discovery of jobs and the acquisition of professional technical skills, the project enables third-country nationals to understand the network of their host territory, to be more autonomous in their integration by developing employment opportunities and network.

---

[7] NGO accompanying third-country nationals have training needs. A dossier on the training of NGOs promoting the integration of migrants and refugees in rural areas has been produced by euracademy :
https://www.euracademy.org/wp-content/uploads/2017/04/Euracademy_TG13_NGO_Capacity_Building.pdf

PRACTICES OF INCLUSION IN A MEDIUM-SIZED CITIES

The main thing we have to do is to define the reference context: for medium-sized cities, even though there are some variations in the definition range, we will take into consideration urban centres with a population of between 20 thousand and 200 thousand inhabitants[8]. The examples in this discussion describe case studies that clearly show that the process of inclusion and integration of foreigners into local communities must always be participative in order for it to work. The institutions, the representatives of the third sector and the population, are all faces of a kaleidoscope; that of hospitality, which can trigger virtuous pathways and real forms of generative welfare for the territories. The case studies presented here, therefore, tell us of situations that oscillate between the local and the global, rural areas and urbanised areas, the centre and the periphery, taking shape as genuine areas of social decompression between the big metropolises and small towns at risk of depopulation in our country.

In the processes for the inclusion and integration of foreigners into local communities, collaboration between the various sectors of society, and between the sectors and the institutions, are key throughout all the activities: from planning all the way through to the implementation and management of the project. The inclusion process, in fact, is never a neutral action with respect to the territorial context in which it is implemented, but is one that always produces changes. These can become generative moments of social cohesion and be a source of genuine enrichment for the host communities; at the same time the inequalities that are created in the exclusion from the social and cultural life of the disadvantaged subjects produce society's new invisibles, with all the consequences deriving from that, and which often become the political fuel of xenophobic propaganda.

The *collaboration* between the various tiers of institutions and other social actors, the territorial networks supporting the integration and inclusion activities, as well as the human and economic resources made available by the public and the private sectors, are therefore all positive conditions and success factors that are possible only in a system of multilevel governance.

---

[8] Kunzman Klaus R., "Medium sized towns, Strategic planning and reactive governance in the south Baltic Arc", XXXIXa Conferenza dell'International Urban Fellows' Association (IUFA), 2009.

An example of multilevel governances is, the Welcome Network of the city of Benevento and its province. Promoted by the local Caritas and by the Salt of the Earth Consortium[9], using the economic resources and instruments made available to the former Inclusion Income (today Citizenship Income), the Health Budget and the SPRAR system (Asylum Seekers and Refugees Protection System)[10], has created a real community welfare system. Communal vegetable gardens, farms, group homes, "mixed community cooperatives"[11], where people in a particular state of fragility, migrants and local, have the opportunity to participate in inclusion programmes in the local communities. Overturning the concept of a welfare assistance system, the Welcome Network, therefore, proposes a generative welfare system for local areas. In addition to the city of Benevento, as many as 30 small municipalities are involved in the network, many of them at risk of depopulation. Thanks to these host projects, social agriculture, and sustainable tourism program, a number of areas were repopulated with new citizens. In addition, an attempt was made to stem the phenomenon of internal emigration, preventing the closure of important public services such as schools and stopping the progressive depletion of private initiatives. In this regard, the Salt of the Earth Consortium alone, in 2018, provided employment to approximately 180 people, including administrators, psychologists, social workers, cultural mediators, cleaners, cooks, bartenders, legal workers, fair trade businesses etc.[12]

In Alexandria, the urban and social beekeeping project "Bee my Job 2.0" is another example of community welfare implemented within the former local SPRAR, recognised also by the United Nations High Commissioner for Refugees (UNHCR) as best practice. The project involves refugees and asylum seekers hosted in the city, school students and local community groups etc. Furthermore, the "new" beekeepers, trained and placed in the companies,

[9] The Salt of the Earth Consortium Onlus are all those Social Cooperatives supported by the Diocesan Caritas of Benevento, which promotes social inclusion programmes and care for the growth of fragile people, actions in defence of the earth, the recovery of territories and social cohesion.

[10] The SPRAR, a system for protecting asylum seekers and refugees, established by law no. 189/2002. The Leg. Decree of 4th October 2018, no. 113, converted into Law on 1st December 2018, no. 132, renames the system for protecting asylum seekers, refugees and unaccompanied foreign minors - from SPRAR to SIPROIMI – a system for holders of international protection and for unaccompanied foreign minors. Access to this system today is reserved for holders of international protection and all unaccompanied foreign minors. In addition, the new regulatory provision provides that holders of residence permits can also access the integrated services of SIPROIMI for: victims of violence or trafficking, victims of domestic violence, reasons of health, victims of labour exploitation, disasters, acts of particular civil value. https://www.sprar.it/la-storia URL retrieved on 29th November 2019.

[11] https://www.caritasbenevento.it/progetto-pcw-cose-cosa-sara/

[12] "The welcome that is good for Italy", a report by Legambiente Onlus, 2018. https://www.legambiente.it/wp-content/uploads/rapporto-accoglienza-2018.pdf

organise educational meetings open to all citizens in the urban apiary. Also in this case, the cornerstone of the activity is in the participatory processes where the administrations (municipalities of Alessandria, Piedmont region), the representatives of the third sector and private initiatives work together according to their respective competences.

The marginalisation of people with frailties - be they mental, social, cultural, economic etc. - line up in a diametrically direction opposed to integration and inclusion. Marginalisation prevents the achievement of the much sought after security and social cohesion, the old warhorses of xenophobic policies,   that are promoted in some *media*.

Efforts to achieve inclusion and integration work best,, where widespread forms of reception are implemented because they limit the risk of ghettoization and facilitate the achievement of the personal, social, affective, and working autonomy of the foreigner, thanks to the involvement of the local community.
An interesting example of a strategy for the attainment of autonomy in foreigners - and in this case for locals - is the TANDEM project[13] of the CIAC (Asylum and Immigration International Cooperation Centre of Parma and the province). Founded in 2016, it promotes co-housing and social networking among young Italians aged 18 to 29 and young temporary protection beneficiaries leaving SPRAR/SIPROIMI and CAS host projects. The idea behind the project is that the experience of achieving autonomy can be a shared path that takes advantage of mutual support The project helps participants to cope with uncertainty, the difficulty of finding accommodation independently due to lack of financial guarantees or because of cultural and generational prejudices. Co-housers, moreover, are given the opportunity to have an intercultural and community experience, engaging in voluntary work and active citizenship activities in support of integration and autonomy.

The training of the operators of inclusion and integration processes is an essential factor in providing knowledge, cultural exchange and empowerment for both foreigners and locals alike. The process of interaction is always one-to-one, as is the process of acculturation. This term can often be controversial if not used in a reciprocal way by the subjects in question. All these positive, recurrent conditions, which are at the root of the SPRAR/SIPROIMI projects, can

---

[13] http://www.ciaconlus.org/progetti/tandem/ URL retrieved on 28th November 2019.

be envisaged - also with different methods and tools - for the inclusion of TCN residents in the territory for a longer time.

In Marsala[14], we have an example of how volunteering and training activities can become a fundamental tool for integration and inclusion processes. In addition to partnerships with schools in the area, many young SPRAR migrants had the opportunity to participate in the archaeological excavation campaign conducted on the island of San Pantaleo by the University of Palermo. This campaign was carried out by the Superintendence of Cultural Heritage of Trapani, by the G .Whitaker Foundation in Palermo, by the University of Bologna and the University of Tubingen. The experience of Mozia, conducted for several years, made it possible to implement an empowerment process aimed not only at the scientific and local communities: the discovery and study of the local cultural and landscape heritage has become, even for immigrants, a tool for understanding local history and traditions, and for an active participation in the social and cultural life of the host community.

In Monterotondo, a town on the outskirts of Rome, the "Penny Wirton" Italian school offers Italian language lessons to foreigners in the area. The activities are carried out by volunteer teachers and by students of the local schools, in the context of the PCTO projects (Pathways for transversal skills and orientation - former Work placement). Here too, as in Marsala, the keystone of the project is precisely the widespread participation of the local community. In addition to the training and professionalism of the Co, in fact, here the concept of the educating community acquires an across-the board rather than a un-directional character: the "Penny Wirton" teaches not only teach information about the Italian language but also about multiculturalism and diversity.

The training of the operators inclusion and integration processes is also essential to avoid or reduce the risk of conflicts between individuals or groups. Needs, opinions, backgrounds, cultures, different social statuses, on the one hand, can represent strengths for the communities but, on the other hand, they can be the fuel for conflicts, prejudices, and discriminations. These key factors are so difficult to manage and resolve as they differ. Taking into account the fact that no one recipe can be considered the best, it is crucial the negotiating capacity put in place through a participatory process. OrtoMondo's project in an interesting example of these strategies.

---

[14] "L'accoglienza che fa bene all'Italia. Focus Sicilia", a report by Legambiente Onlus and Legambiente Sicilia, 2019.

For OrtoMondo, both migrants and Legambiente's volunteers had different ideas and needs at the beginning of the project: on one hand, there was a need for crop productivity. On the other hand, there was a need to develop a sustainable agricultural model. Both migrants and Legambiente's volunteers thanks to the negotiation and the participatory process succeeded in combining sustainable western agricultural techniques with those of migrants' home areas and crop productivity. Now the shared vegetable garden employs 10 to 20 young people in the cultivation of about 1,500 square meters of land in the area of Capaccio-Paestum. OrtoMondo has helped bring foreigners closer to the local community. Initiatives such as the seed exchange festival were born and more and more people appreciate the healthy and tasty products produced by the migrants on an otherwise unused soil.

In medium-sized cities, which is the subject of this study, the disconnection between identity and territory is a palpable risk. Certainly, in medium-sized urban areas this phenomenon may not be as accentuated as it is in big cities where, especially in the suburbs, places for the community to meet and talk are in short supply.

Logistic problems are one the biggest barriers for inclusion and integration process of the TCN in the local community. Both poor transport and mobility services and the lack of the knowledge and orientation in essential social services (healthcare, education etc.) can increase the risk of social exclusion. To face these complex issues, a community hub of permanent integration, namely a physical place for meeting and exchanging experiences and ideas, both personal and relating to the community, could become the driving tool to facilitate the inclusion and integration of foreigners in local communities, and a way to experiment with forms of public and private sector co-management that are best suited to the complexity of the issue.

In the municipality of Capaccio-Paestum, Legambiente Paestum, has activated a "migrant help desk".in the same building that houses the Local Community Hub of the Involve project, The service, aimed primarily at asylum seekers hosted in the CAS of the territory, involves the participation of various local actors: the Archaeological Park of Paestum, through a special agreement with Legambiente, has provided the property; Legambiente Paestum provides the management of the service by supplying the skills of some volunteers for teaching Italian and the theoretical concepts for taking the driving test; the Kairos association is responsible for providing legal advice and supporting migrants with the paperwork for the asylum process.

The Paestum migrant help desk, therefore, combines many of the success factors present in the Inclusion Model: the local support network for the project is expressed in the collaboration between a government entity, in this case the Archaeological Park of Paestum, and representatives of the third sector; the technical skills of the volunteers (in almost all cases, professionals in the sector); training activities which, for migrant beneficiaries of the services, represent another important element for the attainment of independence. At the same time, the relationships that are woven between these actors and the volunteers favour intercultural dialogue, the catalyst factor at the root of integration and inclusion processes.

PRACTICES OF INCLUSION IN A BIG TOWN

For inclusion-related project activities it is important to carefully define the target group considering the diversity which characterizes it. Participants of volunteering programmes may come from Syria, Afghanistan, Iran, Iraq and Lebanon. They speak different national languages, have different personal histories and cultural backgrounds. They come from urban or rural areas. They were wealthy and part of the dominant society of their country or belonged to a marginalized group. They also hold different political, ideological and religious views. Some of their countries were at war with each other. Vocational and educational backgrounds range from farmers, who earned their living with handicrafts in times of tepid agriculture, to house wives who were unable to go to school, to university graduates* and academics* with many years of professional experience.

Only after knowing the target group and its situation, it is possible to design inclusion-focused activities that make sense for this group. For example, someone who considers himself or herself an "old Berliner" because s/he lived in Berlin all or most of his/her life is not interested in activities designed for TCNs (new Berliners) who just recently arrived in Berlin. In this context, it should be considered, that most European societies have never dealt with their racism and the symptoms of it in their everyday life. In German society this lack of self-critical reflection (on racism) is very noticeable. Hence creating inclusive spaces leads also to the confrontation with the society's racism and xenophobia. An example of this is that many Black and Person of Colour (PoC) EU citizens are automatically mistaken as "third country nationals", migrants or asylum seekers. Even after having lived in the society for decades, due to their skin colour or cultural background they still are not accepted by the white majority as equal citizens and society members.

In all big German cities there are countless initiatives, projects, networks and non-profit organizations that are committed to assisting and orienting Third Country Nationals, in particular the refugees who have arrived in the past 4-5 years.

For the case of Berlin, a selection can be found on the website of the State Office for Refugee Affairs Berlin   https://www.berlin.de/fluechtlinge/berlin-engagiert-sich/berliner-initiativen/

Furthermore, there is a district refugee coordination office in 12 of the 16 Berlin

districts, which coordinates services and offers in the respective district.

Thanks to the commitment and cooperation between different state and non-state actors there are various offers for newcomers in big Cities like Berlin such as social services and programmes, legal counselling, language courses, language learning tandems, cooking together and making friend events.

In order to provide a good access to services needed by the newcomers who are engaged in voluntary service programmes, these institutions and NGOs can be approached and cooperation agreements can be made with them. The following aspects should be particularly considered:

–   Language as basis of good communication: When preparing for and during the voluntary service the respective receiving organisation should encourage and support the volunteers to take language courses, even if they do not get financial support or free language course offers from the government institution in charge of them.

–   Where am I - what am I doing here? Different spaces and events should be explored, to provide information, so that the volunteers get to know the offers of these institutions and their programmes better and at the same time the receiving organisations make sure that their clients get to know the volunteers and what they are doing in and for the respective community.

–   Working together as a team also on issues of migration:

The employees of the local partner NGOs should be ready to deal with any issues which affect the volunteers' (so called third-country-nationals) living and working in Berlin. A wide variety of issues is being treated from conflicts with asylum process, finding housing or schools for the children to public transport and how to find friends etc. When a specific need pops up which cannot be covered by the voluntary service organizers, the volunteer should be referred to specialized support agencies.

Practice of inclusion of "Kulturmarkthalle (KMH)" a local partner organisation of ICJA in Berlin:

This Neighborhood Center uses an old supermarket building to run cultural, social and volunteering activities for and with "new and old Berliners" (website: https://www.kulturmarkthalle-berlin.de/) The area around the KMH is home to several thousand old Berliners, some of whom have been living here for several

decades, and the average age in this neighbourhood is correspondingly high. At the same time, since the end of 2015 around 1000 new arrivals (many of whom are refugees) have moved into the immediate neighbourhood and are beginning their new lives in Germany here.

According to KMHs practice in reaching out to new and old Berliners in their neighborhood it is recommendable to:

— Hold a continuous connection to the nearby accommodations of refugees for example by promoting a Language Café, which is initiated on a voluntary basis and takes place once a week in the KulturMarkthallenCafé.
— Establish cooperation with nearby schools and to invite students of so called "welcoming classes" to be part of the everyday life of the Center for example also by offering an internship
— Include workshops and exhibitions with children and young people from the neighbourhood as well as from nearby accommodations of refugees. Often it is the children, who provide access to the families. Their participation is both an individual enrichment and a collective motivation for the family members.
— Cooperate with the family guides and encourage families with a migrant background who live in the accommodation and families who have lived there and now have their own apartment come to the Center and network there."

When discussing the possibility of engaging in a Federal Voluntary Service as part of an inclusion practice it is important to get sufficient information about the conditions or aims of the respective programme or project. In fact, depending on the social and cultural background of any person such a programme where you work and learn but don't earn money may sound quite new and surprising. However, there are many reasons why such an experience can be very important for the personal development - but it is necessary to overcome the barriers, which might build up before ones' eye.

In order to make best use of the programme and its desired impact on the volunteers and on the community it is important to be transparent to all those involved, especially to the volunteers. They should be informed how their service is organized, what are the conditions and who is responsible for what. In addition, it helps to see the volunteering as part of the experience of living and working in Berlin and to share information about how a certified voluntary service like "Bundesfreiwilligen-dienst (BFD)" is perceived in German society.

A good preparation programme for a volunteering experience should contain information on the work, the situation of the organisation and the context of their activities. It is important to demonstrate to potential volunteers what will expect them when working in an NGO or Institution. Another important measure to

reduce the risk of misunderstandings is that the first working day the volunteer should be accompanied and a handover of the responsibility to the volunteer supervisor in the respective receiving organisation. In order to be able to intervene and mediate in case of conflicts or different interpretations of the volunteering agreement, the staff of the voluntary service organization should function as mentor of the volunteer and as contact person of the volunteer's supervisor during the volunteering period. Periodically physical meetings should be held with both of them to ensure a good adaptation and learning process on both sides. In short, medium or long-term volunteering activities it is particularly important to inform volunteers about potential risks in doing the work and any safety measures that are compulsory in the respective local partner organisation. These might be that they have to wear special clothes or have to attend a specialized training on how to carry out their task(s).

Best practice of Global new Generation in raising awareness by promoting diversity education of school children:

Global New Generation is a local partner organization of ICJA in Berlin. The organization was launched in January 2008 as a parent initiative and registered in 2009 as a non-profit association. As parents of multi-ethnic children, the association is confronted with racist-motivated prejudices and attacks in everyday life and works on changing the perspectives of children and raising their awareness regarding the value of diversity.

On October 1, 2019, the Global New Generation Association in cooperation with Yaam Berlin and the Initiative Perspektivenwechsel held a workshop for a secondary school in the Berlin district Neukölln. 18 pupils, all with a visible migration background took part. They are all affected by everyday racism. The experience showed that it is very important to be able to recognise and name racism. Only when they know where this form of discrimination comes from, they can position themselves clearly. This is precisely where the Initiative "Change of Perspective" comes in; it develops colonial history with young people and supports the process of recognition. Methods of theatre work and elements of hip hop are used for this purpose. Global New Generation organized the event, the Yaam provided the event space.
The project team finds that new Berliners have to overcome many hurdles in order to be recognized as equal citizens by the general population in Berlin. Sensitisation and empowerment are the cornerstones of a discrimination-sensitive society, which is why the project team has made it its goal to support projects with these objectives.

It is of key importance to promote diversity in the project staff and volunteer team: It is almost impossible to do a good inclusion project without being fully aware of and taking into account the needs of your target group. The most efficient way of taking into account the needs of the target group is to include people from that group (in this case TCNs) in the team. Their contribution will be very valuable particularly when deciding on new activities, which should be tailored towards the interests of the target group. Here it is very important to have a diverse and not a homogenous team. It is recommendable to promote job positions you may offer in different networks and "communities".

In order to involve the volunteers and to make them part of the life of the organization or institution, regular team meetings should be held in all volunteer receiving organisations. In these, it is very important to include the volunteers and to provide them and all staff with up-to-date information about all developments within the organisation and institution. Volunteers and staff should be given sufficient space to discuss the contents and their contribution to the activities. The volunteers should be invited to express their opinion when the activities they are involved in are being discussed as well as who is responsible for what.

These practices of participatory planning will contribute to a diverse team of new and old Berliners who feel equally responsible for running the activities and maintaining a positive atmosphere in the respective organization or centre.

Acquiring Skills: When tackling strategies and practices for fostering skills acquisition of volunteering TCNs it should be stressed that there is a very high level of diversity within the target groups which makes it impossible to find one strategy or practice which works for all. Some of the participants speak only their mother tongue, others several languages. They do not yet speak German or they already have a good command of it. Therefore, they attend a language course adapted to their individual level parallel to their work in the project. This allows them to learn and use the language at the same time.

It is therefore recommendable to use a very individualized approach in organizing volunteering programmes and to make use of:

–   Personal counseling: To make sure a volunteer is able to acquire new skills which will be beneficial in starting a career and to get more autonomous, it is important to get to know his/her life story and professional experience and career ambitions. The expectations of each volunteer have to be checked with regards to the skills s/he would like to acquire and which plans s/he has for the time after.

– Pedagogical accompaniment in Seminars: The accompanying Seminars ensure continuous contact between the voluntary service organizer's staff and the volunteers. They prepare the volunteers for their service and enable them to reflect on their own experiences. Working together on topics gives the participants the chance to grow together as a team and learn something about life, culture and everyday life in Germany. Last but not least, the seminars prepare for the time after service and are intended to support individual career development in Germany.

Assessment and Follow-up: Finally, in order to ensure a smooth transition and successful continuation of the inclusion process after the voluntary service period is over, it is important to assess the outcome and provide a follow-up of any voluntary service experience. Indicators of a successful volunteering experience in the context of inclusion should be defined before. For example indicators of a long-term volunteering program such as BFD (Federal Voluntary Service) can be that the volunteer has gained more autonomy, is more skilled or knows better what s/he would like to do after. In some cases s/he already found a job or is interested to pursue further education. Or s/he would like to get counselling on the possibility to open a start-up enterprise. Experience shows that a specialized assistance in the months after the voluntary service is crucial for the further personal and career development and for the successful inclusion of a volunteer.

Our experience demonstrates that according to the follow-up agreed with an individual volunteer it might be necessary to find other players in the city who focus on individual and target-group-oriented start-up consulting and professional coaching. In bigger cities, which have a high immigration rate (which is the case of Berlin) there is normally a good offer of such counselling and coaching services many of which are also supported by public funding.

THE INCLUSION MODEL

As anticipated in the introduction, the model that we present below arises from the work carried out by local groups in the hubs and from the discussion in the Technical Committee, which also took into account the good practices collected and analysed in different national contexts. This model features ten criteria defined through ten key descriptors, which outline the thematic areas are operational.

For greater clarity, every thematic area is accompanied by a brief description and by objectives that oversee the actions to be put in place. The objectives have two purposes: on the one hand, they are used to explain what is meant by the single key descriptors mean and what they are designed to achieve; on the other the objectives establish the guidelines to help identify indicators. These same indicators will be made explicit in the next paragraph dedicated to monitoring e assessment.

no.	key descriptors	Description	key descriptors
01	**Cooperation**	Cooperation: 1. between the various institutional levels 2. between institutions and social bodies (associations, local committees etc.) 3. between social bodies	1. Guarantee services and resources, consistent with the local systems 2/3. Facilitate meetings between diverse communities (language, religion and culture), to get to know each other and combat any prejudices
02	**Networks**	Implement projects for the inclusion and integration of TCNs in the host communities, which are shared among various social subjects and that take into account the differences and similarities of the local areas	Raise awareness that reception and integration are an opportunity and not a burden
03	**Awareness and empowerment**	Consists of preparing the project team and host communities for possible conflicts; Develop inclusion, integration and diversity *education* skills in the project team and in the host communities, including seminars explaining the various forms of discrimination	Develop and implement a process of self-reflection and awareness on the part of the host community on the issues of cultural diversity, migration and reception; Pursue an *empowerment* process for those facing discrimination

04	**Information**	Continuously provide the local community with information on the project's objectives and what is being achieved , both by the administration manager and by the managing entity, so that the effects in the local area (economic, cultural, social) are clear	Reduce the risk of negative impacts (especially upon the arrival of new migrants) and pursue transparency in managing the resources provided by the project
05	**Cultural exchange**	1. Organise meetings between local citizens and new arrivals 2. Organise activities to carry out together (e.g.: environmental volunteering, redevelopment of public spaces, sports activities, culinary exchange, social events...) 3. Organise initiatives with schools and cultural centres	Encourage social interaction and relationship building between local citizens and new arrivals to dispel any prejudices: help new migrants to understand the history, traditions and culture of the host community, and similarly to introduce the local residents to the culture of the newcomers
06	**Involvement**	Promote the diversity of project staff and project recipients (TCN and host community), based on cultural differences, gender, race, migration background and disability etc.	Ensure that the opinions and needs of the staff and the beneficiaries of the project are taken into consideration in the decision-making process of the project activities
07	**Public Services**	Promote the improvement of social, health, and education services, etc., responding to the new requirements of the local area	Use the services provided by the project to develop synergies with the various local social policies and resources; Make the integration process compatible with the needs and generate opportunities for the local community, also supporting local businesses by creating new opportunities
08	**Autonomy**	Develop training activities and skills, which allow third-country nationals to autonomously find work and organise his/her civic life	Avoid any risk of "welfarism" or the creation of a dependency culture
09	**Community Hub**	Create a Community hub of continuous integration, a physical place for cultural exchange, shared learning and personal growth	Provide a stable point of reference for meetings between TCNs and the local community, where an office for migrants and new arrivals could also be organised
10	**Resources**	Have human resources (possibly with specific skills) and financial resources available	Develop permanent innovative activities, tailored to the needs of all sections of the community

MONITORING AND EVALUATION TOOL

The model shown above is designed to be used in different urban contexts (small, medium and big towns). Its main goal is to support the local authorities to improve the governance of hosting and inclusion activities. The model seeks to identify clear objectives and benefits of inclusion and hosting activities, and to assess the achievements using qualitative and quantitative indicators.

Using the proposed approach, the performance indicators used to monitor the inclusion path for TCN in the local communities, constitute a key tool to help the organisers to choose the first steps towards identifying possible problems and to quantify objectives that can be realistically achieved in a specific timeframe. The tool can also be used to identify specific areas that require corrective action to achieve the desired results.

To this end, for each inclusion pathway that intends to make use of the model in a way that meets the specific conditions for practical application contexts, a monitoring framework must be drawn up including the following distinct components:

▶ **Ex ante evaluation**, firstly to verify the feasibility and relevance of the initiative, and later to measure the impact generated by the initiatives carried out using the model.

▶ **Monitoring of model indicators** to periodically check the progress of the actions planned in support of the inclusion pathway.

▶ **Final evaluation** to verify if the conditions and corresponding model indicators have been successfully met and assess if the effects/outcomes identified by partners have been achieved.

▶ **Ex post evaluation** following the completion of the entire inclusion pathway project. This takes into account the alignment between the results obtained and the needs of the area in which the inclusion initiative took place. From the outset, the model therefore envisages ways of evaluating the results achieved and the transformations brought about (some time after the project is concluded) by local authorities' adoption of the inclusion model.

The *ex ante* evaluation takes place before the model is adopted. In addition to providing a "snapshot" of the initial situation in order to measure the changes that take place as the project is implemented, it helps to ensure that the initiative is as relevant and consistent as possible. For this reason, it is closely linked to the analysis of the beneficiaries' needs and the context. The information collected during this initial evaluation phase is then compared with the hypothesis of the intended pathway in order to appraise the extent to which it is capable of

responding to the needs and problems identified. This comparison can help bring about effective change for both individuals and local communities. It can also help evaluate the extent to which the inclusion pathway is transferable to other contexts.

The model's criteria will be built around the information collected by studying the area, the good inclusion practices already present, and interviews with the social partners involved.

By monitoring the actions that make up the model, it will be possible to ascertain if the project is developing as intended or if changes/improvements are required. The progress of the initiative will be monitored by means of a questionnaire sent to all the local stakeholders involved in the inclusion pathway.

Inclusion pathways are a multifaceted "product", and there are no stable links between the performance of the various services provided to TCNs and the results in terms of the "empowerment achieved by TCNs". This is because the phenomena that must be controlled are numerous, diverse, and mutually interconnected in a variety of ways. In this respect, it is very reasonable to argue that no indicator alone is capable of fully defining the performance of a reception system. It is therefore necessary to focus on indicators taken from criteria of the model that can provide information on multiple phenomena (from the number and type of collaborations between various institutional plans to the number of people who take part in events aimed at promoting cultural exchanges between local citizens and new arrivals). On the one hand, this allows partners in local settings to identify the path they need to take together (developing permanent and innovative initiatives tailored to the needs of the community, from cultural exchanges to human and financial resources). On the other hand, it allows them to pinpoint the elements to be measured (in line with the indicators) in order to verify that this process is being implemented according to the specific conditions of the practical context.

Thanks to the monitoring described above, the final evaluation is linked to verifying that the model indicators have been met and to evaluating the effects/outcomes that the model key descriptors were intended to achieve. The final evaluation is therefore an essential step because it allows the work done to be analysed and the results to be assessed. The final evaluation highlights the effects that have been or can still be achieved and further potential developments that can act as an inspiration and driving force for the subsequent planning of inclusion policies in other urban settings.

Both the monitoring and the final evaluation will make use of the model indicators to verify that the model is being/has been applied suitably. For this type of evaluation, tools such as interviews and questionnaires (both open-ended and closed-ended) will be used.

While the purpose of the final evaluation is to conclusively verify the results actually achieved by analysing the impact, effectiveness, efficiency and sustainability of the results and the impact of the project, the ex post evaluation takes place a certain amount of time after the project ends (one year or more depending on its complexity) and aims to verify its long-term effects. It is intended to express an opinion on the impact of the proposed actions. It circles back to the ex ante evaluation to verify if the needs initially identified were responded to adequately. In this case, the indicators used to carry out the ex post evaluation relate to: effectiveness (objectives-results ratio), efficiency (objectives-results-costs ratio), and above all the conditions under which the experience is repeatable and therefore transferable to other contexts. The key descriptors to be considered cannot be the same ones present in order for the experience to be considered a success; instead, they should be planned alongside all the local stakeholders who have benefited from the "virtuous" inclusion pathway.

In response to the question: "What has changed after some time?", all the stakeholders involved in the process of inclusion between migrants and local citizens should be able to measure the changes brought about by the actions implemented and the knock-on effects on the community as a whole.

The evaluation tools will be questionnaires and interviews to be conducted with the local community. The main purpose of the follow-up evaluation is to encourage the local stakeholder network to reflect on the issue of inclusion and on the most appropriate tools and methods to respond to the changing characteristics of the context. From this point of view, the follow-up evaluation allows stakeholders to verify if the project has triggered virtuous knock-on effects in the community. Moreover, it allows them to assess the impact of contextual conditions which were not envisaged at the outset and which must therefore be taken into consideration in order to ensure that the initiative is replicated intelligently (rather than mechanically) in line with the flexible approach set out in the model.

PLEASE NOTE:

As per the project proposal, the inclusion model drawn up is a draft. The model

The project intends to improve the inclusion of migrants (TCNs) through volunteering pathways aimed at environmental and cultural restoration and development, thus allowing migrants to contribute to the construction of safer and more cohesive communities alongside locals. Once the context has been analysed and the key descriptors that make up the model have been established, the progress of the project in each individual context will be monitored through questionnaires filled in by local administrators, coordinated by the work group.

✓　　Thanks to the approach set out in the inclusion model, local administrators are able to identify the requirements for good integration and reception practices with respect to the features of the local context; they are therefore in a position to measure how and the extent to which the initial model criteria have been put into practice and to identify what needs to be improved in order to achieve the set goals.

✓　　At the end of the inclusion pathway, the same model criteria will be used to assess not only the conditions of the model but above all the intended effects of using the model. During this phase, the questionnaires and interviews will be carried out not only with local administrators and stakeholders, but also with those participating in the inclusion project.
A year after the integration pathway ends, a follow-up survey should be carried out to verify the social changes brought about by the adoption of the model by local institutions and the changes in the contextual conditions.

will be trialled until the end of the project in the 7 pilot locations. The involvement of local administrators and the various stakeholders will be fundamental (thanks to various initiatives that will involve them throughout the project, from training through to planning permanent volunteering activities); this will help to define the model's permanent key descriptors.

The set of indicators to be measured in the target contexts will also be shared and fine-tuned thanks to the involvement of all the local participants linked by the social community hub.

While the model is being trialled, in the next eighteen months, indicators' descriptors will also be identified to help measure individual indicators based on the targeted urban areas (N.B. these indicators' descriptors are not listed here).

no.	key descriptors	Description	Objectives	Indicators
01	**Cooperation**	Cooperation: 1. between the various institutional levels 2. between institutions and social bodies (associations, local committees etc.) 3. between social bodies	1. Guarantee services and resources, consistent with the local systems 2/3. Facilitate meetings between diverse communities (language, religion and culture), to get to know each other and combat any prejudices	1.1 Are services provided by the local authority and/or other organisations offering reception? 1.2 Are staff dedicated to integration/reception within the local authority available? 1.3 Are there other interested/available social stakeholders? 2.1 Number of meetings organised to facilitate encounters
02	**Networks**	Implement projects for the inclusion and integration of TCNs in the host communities, which are shared among various social subjects and that take into account the differences and similarities of the local areas	Raise awareness that reception and integration are an opportunity and not a burden	2.1 Is awareness increased? 2.2 What type of initiatives/projects are there to promote inclusion?

03	**Awareness and empowerment**	Consists of preparing the project team and host communities for possible conflicts; Develop inclusion, integration and diversity education skills in the project team and in the host communities, including seminars explaining the various forms of discrimination	Develop and implement a process of self-reflection and awareness on the part of the host community on the issues of cultural diversity, migration and reception; Pursue an *empowerment* process for those facing discrimination	3.1 Are there opportunities for self-reflection? How many? 3.2 Are there training activities for the project team? How many? 3.3 Do individuals who have been discriminated against feel more empowered?
04	**Information**	Continuously provide the local community with information on the project's objectives and what is being achieved , both by the administration manager and by the managing entity, so that the effects in the local area (economic, cultural, social) are clear	Reduce the risk of negative impacts (especially upon the arrival of new migrants) and pursue transparency in managing the resources provided by the project	4.1 Is there an information channel (meetings, newsletter, website, etc.) between those implementing the reception project and the local community? 4.2 Is there an increase in approval among local populations for the implementation of inclusion/integration policies?
05	**Cultural exchange**	1. Organise meetings between local citizens and new arrivals 2. Organise activities to carry out together (e.g.: environmental volunteering, redevelopment of public spaces, sports activities, culinary exchange, social events...) 3. Organise initiatives with schools and cultural centres	Encourage social interaction and relationship building between local citizens and new arrivals to dispel any prejudices: help new migrants to understand the history, traditions and culture of the host community, and similarly to introduce the local residents to the culture of the newcomers Ensure that the opinions and needs of the staff and the beneficiaries of the project are taken into consideration in the decision-making process of the project activities	5.1 To what extent are TCNs involved in initiatives organised by the local community? 5.2 No. of initiatives involving TCNs and the local community 5.3 No. of initiatives proposed by TCNs

06	**Involvement**	Promote the diversity of project staff and project recipients (TCN and host community), based on cultural differences, gender, race, migration background and disability etc.	Ensure that the opinions and needs of the staff and the beneficiaries of the project are taken into consideration in the decision-making process of the project activities	6.1 Is there a participatory process during the planning and implementation phase of the inclusion project? 6.2 Have the project team's listening skills improved? 6.3 Are there services in place to listen to TCNs' needs?
07	**Public Services**	Promote the improvement of social, health, and education services, etc., responding to the new requirements of the local area	Use the services provided by the project to develop synergies with the various local social policies and resources; Make the integration process compatible with the needs and generate opportunities for the local community, also supporting local businesses by creating new opportunities	7.1 No. of measures in different areas (education, housing, health, etc.) that take into account inclusion/integration aspects 7.2 No. of services activated 7.3 No. of work, training and job preparation activities implemented
08	**Autonomy**	Develop training activities and skills, which allow third-country nationals to autonomously find work and organise his/her civic life	Avoid any risk of "welfarism" or the creation of a dependency culture	8.1 No. of training courses aimed at TCNs 8.2 To measure the increase in TCNs' level of autonomy: no. of job applications submitted Personal initiative taken?
09	**Community Hub**	Create a Community hub of continuous integration, a physical place for cultural exchange, shared learning and personal growth	Provide a stable point of reference for meetings between TCNs and the local community, where an office for migrants and new arrivals could also be organised	9.1 Is there an agreement between the municipality and other bodies to set it up? 9.2 Is the physical location for the regional centre identified? 9.3 Fundraising method 9.4 Management method (meetings with citizens to introduce the centre, etc.)

10	Resources	Have human resources (possibly with specific skills) and financial resources available	Develop permanent innovative activities, tailored to the needs of all sections of the community	10.1 Has there been an increase in the financial resources available in the region to fund inclusion projects? 10.2 Are there staff dedicated to inclusion/integration projects within public and private organisations? How many?

GENERAL LEGAL NATIONAL FRAMEWORK AND SAFETY MEASURES FOR THE INVOLVEMENT OF THIRD-COUNTRY NATIONALS IN VOLUNTARY ACTIVITIES

The general legal European frameworks for the involvement of third-country nationals in voluntary activities and organizational structures differ from one state to another and are not homogeneous. These differences are due to cultural and historical backgrounds. Set out below are the legal frameworks and safety measures of the three countries involved in the Project: Italy, France and Germany.

FRANCE

There is two kind of volunteering status in France:
- **« bénévole » = volunteer out of frame**: Volunteering out of frame is an unpaid and freely chosen activity that usually takes place within a non-profit institution (NPI): association, NGO, trade union or public structure. The volunteer is subject to a moral commitment to contribute to the achievement of the association's objectives. On the other hand, nothing is imposed on him and he cannot be sanctioned by the association for which he has signed up. He is free to terminate his participation without procedure or compensation.

Every third-country national can involved in voluntering out of frame, whatever its administrative status.

- « **volontaire** » = **Volunteer**: Volunteering is a contractual and exclusive commitment. The volunteer is therefore subject to a contract. The status of volunteer is between that of the employee and that of the volunteer out of frame. He is not an employee because he devotes part of his life to a mission of general interest. Nor is it voluntary out of frame because he is subject to the respect of a contract and exclusivity.

There are various voluntary schemes, governed by the French authorities.

Third-country nationals who hold a permit may participate in the various voluntary programmes according to some specifics criteria.

The main national program to do a volunteer mission in France is «**Service civique**».

Civic service engagement is open to young people aged 16 to 25 years and give rise to a state-funded allowance. It consists of a public-interest mission carried out on a full-time basis for 6 to 24 months, in France or elsewhere in the world, in a structure approved by the Civic Service Agency. Volunteer will received an amount of money every months to support their volunteering.

- National french people and nationals from European Economic Area country can participate with a passeport.
-
- Third-country nationals from outside Europe can participate if they have resided regularly on the territory for more than one year by holding resident permit over the past year and the duration of the Civic Service.
-
- Some third-country nationals from outside Europe are allowed to participate in Civic Service without prior conditions if they have:

– a residence permit with the mention "students".
– temporary residence permit for subsidiary protection
– multi-year "general" residence permit
– residence permit with "refugee" status
– green RF passport with the mention "refugee" in the top left corner
– a long-stay visa valid as a student residence permit (VLS-TS) validated by the French Office of Immigration and Integration (OFII) + a copy of the valid passport.

Even if there is no legal obligation, it's advisable for a NGO that welcomes volunteers to take out an insurance policy covering its civil liability and that of its members. Care must be taken with terms and conditions of the contract to knw exactly what is covered.
The NGO may also take out voluntary insurance for the benefit of its volunteers to cover the risks of "accidents at work and occupational diseases" occuring during their voluntary activity.

ITALY

According to Art. 17, paragraph 2, of the "Third Sector Code"[15] *"The volunteer is a person who freely carries out activities for the benefit the community and the common good, also through a third sector entity, making their time and capacities available to promote responses to the needs of the people and communities benefiting from their action, in a way that is personal, spontaneous and gratuitous, without financial gain, not even indirectly, and exclusively for solidarity purposes"*. This definition had already been outlined, in its guidelines and founding principles, in the "Charter of values of volunteering"[16], presented on 4th December 2001 on the occasion of the conclusion of the International Year of Volunteers.

Volunteering therefore has a multifaceted and plural nature that envisages a moral commitment to the individuals and communities for whom one's activities are provided. Precisely because of its multifaceted nature, volunteering activities can be carried out by everyone, without distinction, either sporadically or on an ongoing basis. Where this activity is carried out on an ongoing basis, entities of the Third Sector are required to "*register in a special register volunteers who carry out their activities in a non-occasional manner"*, as reported in Art. 17, paragraph 1, of the "Code of the Third Sector"[17].

---

[15] Decree Law no. 117 of 3rd July 2017, "Code of the Third Sector", pursuant to Art. 1, paragraph 2, letter b), of Law no. 106 of 6th June 2016. https://www.gazzettaufficiale.it/eli/id/2017/08/2/17G00128/sg URL consulted on 10th December 2019.

[16] https://www.csvnet.it/phocadownload/rapportistudio/CARTA%20DEI%20VALORI%20DEL%20VOLONTARIATO.pdf
URL consulted on 12th December 2019.

[17] Ibid

Given its multi-faceted nature, the various forms of volunteering also include the National Civil Service (now the Universal Civil Service), established by Law 64 of 6th March 2001. It is a programme of activity and training aimed at young men and women aged between 18 and 28 (now up to 28 years and 364 days from the date the application is submitted)[18], built around volunteering. Founded as an *alternative to compulsory military service, with the suspension of compulsory conscription*[19], the objective of the Universal Civil Service (SCU) volunteer is to dedicate a year to social solidarity, operating in various sectors such as safeguarding and protecting the environment, social assistance, education and cultural promotion, solidarity and international cooperation and civil protection. These objectives are pursued through projects that are the subject of public competition announcement each year by non-profit entities and bodies operating in the territory and on the social fabric according to their area of competence for at least 3 years, and which make their educational and experiential assets available to the volunteer.

As well as for Italian citizens, participation in the competition announcement of the SCU[20] is possible for European Union citizens and for citizens of a non-EU country, provided they are residing legally in Italy[21].

The SCU volunteer is reimbursed for the activities carried out, which is not to be considered comparable to an employment relationship with the partner entity or organisation of the project and with the direct beneficiaries of the activities. In addition to SCU volunteers, more generally, volunteers of entities of the Third Sector may receive a reimbursement for expenses incurred in their activities: these provide for different economic treatment compared with SCU volunteers, as reported in Art. 17, paragraph 3, 4 and 7, of the "Code of the Third Sector"[22].

---

[18] Text updated with the changes and additions made by Decree Law no. 7 of 31st January 2005, converted with amendments by Law no. 43 of 31st March 2005.

[19] https://www.gazzettaufficiale.it/eli/id/2004/08/31/004G0257/sg
URL consulted on 10th December 2019.
For more information on alternative forms of compulsory military service: https://www.serviziocivile.gov.it/menu-dx/obiezione-di-coscienza.aspx

[20] The reference is to the 2019 competition. https://www.serviziocivile.gov.it/media/757045/bando-straordinario-2019_.pdf

[21] For the other restrictions, see supra: Art. 2 "Admission requirements", paragraph c.

[22] *See infra.*

As reported in Art. 18, paragraph 1, of the "Code of the Third Sector", *"Entities of the Third Sector employing volunteers must insure them against accidents and illnesses related to the performance of their volunteering, as well as for third party liability"*. Clearly, this provision must be defined according to the type of activity performed by the operator. In fact, the multifaceted nature of volunteering activities requires an assessment of risk and the subsequent stipulation of forms of insurance that take into account possible injuries and illnesses connected with the performance of activities, both in relation to the volunteer and in relation to third parties. For example, the use of machinery and working tools may require, in addition to appropriate insurance coverage, also training on their use and the possible risks, for the person and for third parties.

To promote forms of active citizenship through volunteering, Decree Law 90/2014 (converted into Law 114/2014)[23] established the so-called "Diamoci una mano" [Let's give a hand] fund, aimed at enhancing the volunteering experiences of certain types of disadvantaged people, reimbursing INAIL for the costs related to insurance obligations against illness and accidents. Recipient categories of the fund include foreign asylum seekers in possession of the relevant residence permit.

GERMANY

Volunteering versus Ehrenamt: in Germany the term "Ehrenamt" on one hand is used to describe the engagement in public functions, legitimised by an election (e.g. to the association board, to the council member or to the juror). However, it is not clearly distinguished from "civic commitment" or "voluntary work". In general, this is understood to mean altruistic activity in which an individual or a group volunteers on a voluntary and unpaid basis. Volunteering helps both

---

[23] Dhttps://www.gazzettaufficiale.it/eli/id/2014/06/24/14G00103/sg URL consulted on 11th December 2019.
Fund refinanced also for the two-year period 2018-2019.

the beneficiaries and the helpers. The work can be regular or sporadic. The term "voluntary work" is also used to describe services in the Voluntary Social Year (FSJ), the Voluntary Ecological Year (FÖJ) or the Federal Voluntary Service (BFD). Voluntary work may be associated with an expense allowance."

Volunteering Activities in Berlin range from short- to medium- and long-term programmes offered by a wide variety NGO's and institutions, in many cases using public funding. Particularly interesting in the context of Inclusion of Third Country Nationals is a national funded government programme in which they can participate to become long-term volunteers: The Federal Voluntary Service Programme (Bundesfreiwilligendienst).

Few organisations such as AWO, CARITAS, the Berlin State Office for Refugee Affairs (LAF) and ICJA use this programme to offer volunteers with refugee experience a formal voluntary service programme of 6 to 12 months. The aim of a Federal Voluntary Service (BFD) is to gain valuable experience in the world of work, to learn important social and professional skills and to receive vocational orientation. Possible fields of application include day-care centres, social and cultural meeting centers, facilities for people with disabilities, care facilities, environment protection or recycling services, etc.

During a BFD, the volunteers' activities complement and enrich the work of the respective professionals. It is not paid labour, but a time of education and orientation. Experience shows that during the BFD the volunteers improve their German language skills considerably in addition to personal development and learning professional skills.

A BFD lasts a minimum of 6 months and a maximum of 18 months. The working time is 39 hours per week. However, volunteers can also work part-time with at least 20.5 hours in order to align the service with other commitments, such as integration and language courses. In the morning BFD, in the afternoon German course - a formula for success that has proven itself. According to some German organization's experience of working with TCN a part-time voluntary service is more suitable as there is a need to take part in German courses besides the voluntary work in order to overcome the language barrier.

Close pedagogical support and extra seminar days are integral part of the programme: During the BFD there is a close and professional supervision by the pedagogical coordinators of the organisations that run the programme. They are at the volunteers' side throughout the year, can be contacted in case of

any problems even outside of the seminar times and carry out on-site visits. In addition, there are 25 mandatory training days for a 12-month service. For participants* over 27 years of age, there are 12 training days per year. The aim is to integrate people with little knowledge of German into the regular education days. Language mediators* are available for certain contents. In addition, extra seminar days and excursions are organized each year for the personal development of newcomers.

Volunteers receive pocket money of 325 € per month (200€ for a part time voluntary service). They are covered by social insurance and are entitled to holidays. In the case of parallel benefits from unemployment benefit II, 200 euros of the pocket money can be retained, in the case of benefits under the Asylum Seekers Benefits Act a lower amount. If volunteers have German language skills at B1 level or lower, the organisation can provide special subsidies for the costs of language courses at the adult education centre.

As an asylum seeker, a volunteer first needs an employment permit from the Aliens Department. As long as they do not at least have the status "subsidiary protection", the granting of an employment permit is sometimes a discretionary decision of the Aliens Department.

The following categories of volunteers with refugee experience can be involved in government funded volunteering activities and programmes:

Persons with a migration background but who are naturalized / hold a German passport (in this case the term "Third Country National" does not apply)

Persons who are Residents from Third Countries with unlimited residence permit in Germany

Persons with Refuge Experience: The following four categories may apply:

– Persons who are recognized as refugees

– Persons who are under subsidiary protection: (Subsidärer Schutz- Richtlinie 2011/95/EU), which is mostly given to people coming from countries which are according to German law classified as "dangerous". So usually all the nationals of the country get automatically this kind of "protection". Currently almost only Syrians and, in rare occasions also Afghans get this kind of status in Germany.

– Persons with a permitted status. They are still in the process of their asylum request and either they still have not obtained a decision from the ministry of migration or they got a negative decision and their process is now going through court. These volunteers are only allowed to attend to voluntary services and do not automatically have a work permit. (Has to be applied for at foreigners' office).

– Persons who are under "Suspension of deportation": (Duldung) Organisations who would like to involve volunteers with this legal status have to get a permission from the respective foreigners office.

INSURANCE

At different levels and with different intensity when working with the target group refugees, we also deal with social welfare institutions such as Job-Centers and health-insurance companies. Many volunteers are receivers of social assistance by the State Employment Agency "JobCenter". Since they are considered unemployed, these volunteers are under pressure to find a paid job quickly, so they are out of the status "assistance receiver" as soon as possible. Becoming a participant of a voluntary service programme such as the BFD helps to get out of this pressure at least for the limited time that the programme runs and to get the status and insurance coverage of a volunteer.

The recommended insurance coverage for volunteering activities varies according to the type of activity or programme:
Short-term volunteering: For example when dealing with a short term activity such as a voluntary work camp taking place in Germany, all participants and leaders are being insured by a group insurance covering Third-Party Liability, Accidents and for participants from abroad also health-related costs.

Permanent volunteering: For example in a local Neighborhood Center the organisation running the Center is responsible for insuring all persons who work there, no matter whether they are paid or unpaid.
 Long-term volunteering in German Voluntary Service programmes (BFD or FSJ or FÖJ): With regard to social insurance (unemployment,

pension, health, care and accident insurance), participants in these programmes are equal to employees or trainees: during their period of service they are members of the statutory unemployment, pension, health, care and accident insurance. The contributions are calculated on the basis of pocket money and the value of benefits in kind (accommodation, meals, work clothing) or the compensation paid for them. The Federal Agency pays the entire contributions, i.e. the employer's and employee's contributions.

Accident insurance: All participants have a membership in the statutory accident insurance during the Federal Voluntary Service.

Pension insurance: Volunteers are compulsorily insured in the statutory pension insurance. They acquire pension entitlements during the BFD.

Coordinatore di progetto

Partner

LEGAMBIENTE

CCIVS
70 YEARS
Coordinating Committee for
International Voluntary Service
1948-2018

ICJA
Freiwilligenaustausch weltweit

Solidarites
JEUNESSES
BÂTIR, CONSTRUIRE, TRANSFORMER

Cofinanziato dal Programma
AMIF dell'Unione Europea