

SPRING

Sustainable Practices of Integration

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1 INTRODUCTION

The overall objective of the Sustainable Practices of Integration (SPRING) project is to gather, summarise and share the best available research and evidence on effectiveness, innovation, transferability, sustainability and evaluation methods regarding integration policies and practices. Summarising the available evidence, SPRING will collect, create and disseminate the most usable and practical materials, and make this evidence more accessible by curating the content and format to match the specific profile and needs of Communities of Practice (CoPs).

In terms of concrete outputs, the SPRING project aims to develop a platform which will provide stakeholders with the best available evidence on integration policies and practices, and on other migration policies that impact integration. The project will also ensure that the emerging evidence base reflects the highest degree of accessibility. In order to assure accessibility for stakeholders, information needs to be produced to match their specific profiles and thematic areas of intervention (i.e. housing and settlement, employment, education and training, access to services).

The aim of the stakeholder mapping, covering 18 European Union (EU) Member States (MSs), is to identify existing CoPs as well as (new) actors in the field of integration of newly arrived migrants, in order to engage them in a participatory approach and detect policy implications based on their experiences. The present report is based on this substantive mapping, which serves as the first stage in identifying stakeholders and CoPs with a view to, via a second step, understand their needs and priorities regarding accessing evidence. The mapping will also provide a basis for engaging stakeholders and Communities of Practice over the course of the project. This report describes the approach taken in mapping stakeholders and CoPs, while presenting some very preliminary results (to be elaborated upon over the course of the project).

Based on the initial mapping and the report on preliminary results, two surveys (@M8 and @M17) will be conducted by ICMPD to assess the needs of stakeholders and identify good practices. The survey results will feed into an analytical assessment report. Hence, this report will be significantly updated and expanded upon to accurately present the results of the mentioned activities, and to provide further visibility to the role of CoPs in driving forward innovation and sustainable practices.



Figure 1: Stakeholder mapping flow of logic

2 METHODOLOGY

“In policy research, stakeholder analysis has been seen as a way of generating information on the ‘relevant actors’ to understand their behaviour, interests, agendas, and influence on decision-making processes.”

(Brugha and Varvasovsky, 2000)

Within the SPRING framework, the International Catholic Migration Commission Europe (ICMC) Europe and the International Centre for Migration Policy Development (ICMPD) understand stakeholder mapping as constituting a type of stakeholder analysis that focuses on the assessment of a large number of stakeholders linked together by various forms of relationship. The analysis undertaken also attempts to determine the links across different actors, their objectives, activities and responsibilities (Mehrizi et al., 2009). In particular, the focus will be placed on how the mapped stakeholders are linked through informal and formalised Communities of Practices.

By following a 4-Step Approach (WHO, n.d.; Reed et al., 2009), stakeholders are identified and categorised for the SPRING stakeholder engagement processes:

- Identification of (key) stakeholders
- Analysing and categorising stakeholders
- Mapping and investigating relationships between stakeholders
- Prioritising level of engagement

The stakeholders will be grouped according to the categories of national and subnational policy actors; non-governmental organisations (NGOs); businesses; and grassroots initiatives, and the four main areas of intervention: housing and settlement; employment; education and training; and access to services. The mapping of stakeholders will be incorporated into the SPRING repository.

Text Box 1: Guiding principles for the stakeholder mapping

- **Innovation, excellence and sustainability:** The mapping aims to find stakeholders and CoPs that are well established, in operation for a long time, and which have excellent initiatives to present, as well as those that are new to the field.
- **Heterogeneity and inclusion:** The mapping should be inclusive, but not exhaustive.
- **Temporality perspective:** The mapping distinguishes the phases of integration (reception and welcome vs. longer-term integration).
- **Locality:** It is intended to map contrasting cases (e.g. rural vs. urban areas, “new” countries of immigration vs. “old” countries of immigration).

In order to respect the guiding principles, different categories have been established to ensure that the mapping is as balanced and heterogeneous as possible. These categories serve as entry points for the research undertaken and are not mutually exclusive, as overlaps do naturally occur.

Table 1: Mapping guidelines

GUIDING QUESTIONS	TYPE OF ORGANISATION / SECTOR / TARGET GROUP	LOCALITY (Nationwide, Urban Area (capital), Urban Areas (medium), Rural Areas)
<i>Do we find institutions working on integration that are...</i> <u>or</u> <i>Do we find CoPs working on integration that connect...</i>	Public body	
	NGO (HQ and branches, if relevant)	
	Grassroots	
	Private sector	
	Social partner	
	International organisation	
	In the case of CoPs also: Experts	
	In the case of CoPs: Multistakeholder	
<i>Do we find institutions working on the integration of migrants specifically in the integration phase of...</i> <u>or</u> <i>Do we find CoPs working on the integration of migrants specifically in the integration phase of...</i>	Reception	
	Early settlement and welcome	
	Long-term integration	
<i>Do we find institutions working with/for migrants particularly in the sector of...</i> <u>or</u> <i>Do we find CoPs working with/for migrants particularly in the sector of...</i>	General integration (not specified)	
	Housing	
	Employment	
	Education	
	Access to services	
Other		
<i>Do we find institutions specifically working on/with/for...</i> <u>or</u> <i>Do we find CoPs working on/with/for...</i>	Multiple beneficiaries	
	Refugees, asylum seekers, subsidiary protection	
	Labour migrants	
	Youth	
	Children	
	Women	
	Men	
	LGBTIQ persons	
	Unaccompanied minors	
	Victims of trafficking	
	The elderly	
	People with disabilities	
Other		

The information was collected through review of publicly available data on stakeholders and CoPs via the respective organisations' online presence. This information will be complemented by a needs assessment (survey) and semi-structured interviews during the next phase of this exercise (Task 1.2).

3 SELECTION OF FOCUS STATES

The mapping exercise focuses on key stakeholders and CoPs in 18 selected EU MSs, in addition to CoPs and stakeholders that work at EU-level. The selection of MSs took into account a) the size of the resident migrant population as a share of the overall population and b) Migrant Integration Policy Index (MIPEX) results, to ensure that the diverse situation across the EU is accurately represented. In order to identify CoPs and stakeholders that developed and implemented practices corresponding to their specific context and locality, in MSs with a population of over 15 million, the mapping focused on stakeholders in the capital (and its environs) and two other regions representing contrasting cases, such as predominantly rural or urbanised areas.

The various MSs were selected based on a collaborative process that occurred within the SPRING consortium. An initial understanding of the aims of the mapping exercise, which had implications for state selection, was already created during the SPRING kick-off meeting of 9/10 March 2021. After several joint ICMPD and ICMC meetings, a list of MSs was discussed and agreed upon at the 1st Steering Group Meeting, on 6 April 2021. It was further agreed that the mapping would focus on a selection of “representative” states, so as to best benefit the development of the SPRING portal, which will cover all EU Member States.

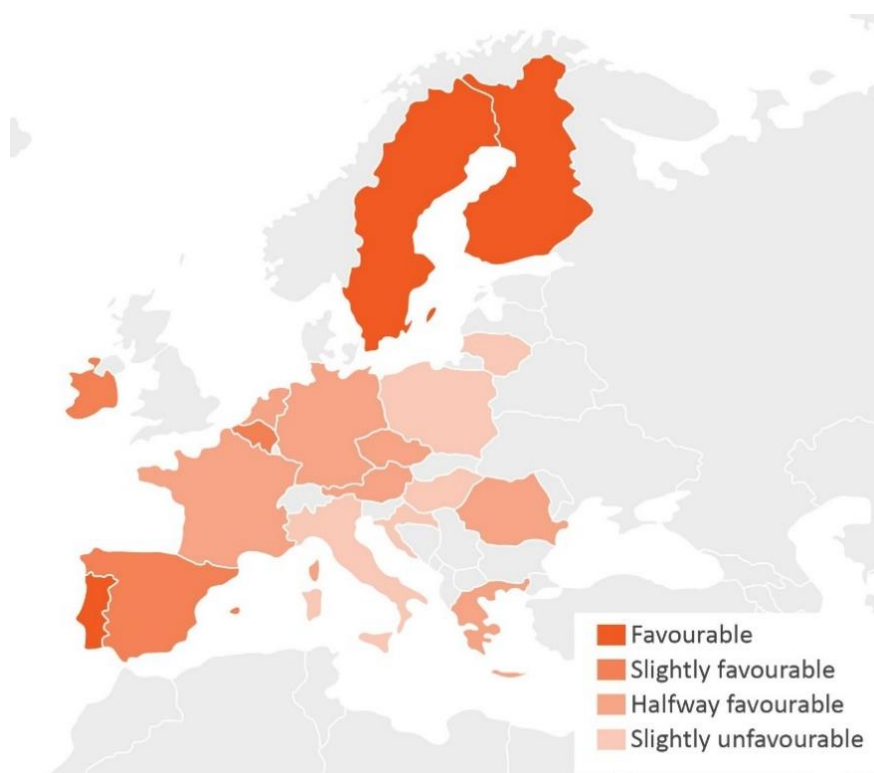


Figure 2: Mapped states, by MIPEX ranking

4 COMMUNITIES OF PRACTICE AND THEIR ROLE IN KNOWLEDGE EXCHANGE, LEARNING AND INFLUENCING POLICY AND PRACTICE

The SPRING project departs from the broad definition wherein CoPs can be classified as “a group of professionals informally bound to one another through exposure to a common class of problems, common pursuit of solutions, and thereby themselves embodying a store of knowledge” (Botha, Kourie, Snyman, 2008). In practice, the term covers a diverse range of realities, such as virtual or informal communities inside or outside an organisation, formed by a shared issue or opportunity (such as joint application for funding). CoPs can be characterised as networks, but not all networks are CoPs – as their participants took the decision to be involved on an ongoing basis to work on solutions to joint problems.

Theoretically, the concept can be linked to two fundamental concepts, namely, the sociology of knowledge and the theory of practice. The sociology of knowledge refers to the process whereby knowledge and knowing is socially produced and shaped by the interaction between people and their location within society. The theory of practice was created by Bourdieu (and continued by others) and is inherently linked to the dialectic relation between structure and agency. CoPs operate in a framework of external (and more distanced) structures and proximate structures, such as funding lines, local governance and shared everyday practices. Practice, defined after O’Reilly “is about knowing how to go on in specific circumstances where internal and external structures meet” (cited in Grabowska et al., 2017). This implies that CoPs (and their practices) fundamentally differ according to their specific context, which affects the transferability of their approaches and practices.

Communities of Practices can also be understood as groups of persons with common routines and connected experiences driven by a common vision. They engage in a process of social learning, whereby social actors acknowledge each other’s commonalities and competences and then participate together to improve their knowledge and understanding on their common activity. Wenger 1998 argues that CoPs provide actors with a shared sense of meaning, identity, community and practice. Closely linked to this reading of CoPs is the term “epistemic communities”, which contributed to professionalisation and institution-building in the area of integration (Haas, 1992).

Within their specific context, CoPs drive innovation, sometimes to long-lasting effect. In order to scale up these innovative actions and apply them across specific contexts, they need to be systematically analysed and documented, including by singling out the specific circumstances in the locality or topical space.



Figure 3: Communities of Practice

5 PRELIMINARY MAPPING RESULTS AND DYNAMICS SINCE 2015/16

In the initial phase of the SPRING project, **1367 key stakeholders and Communities of Practices were mapped**, in accordance with the mapping sheets attached to this report (Annexes A and B).

As emphasised, the aim of the mapping exercise is to identify stakeholders and CoPs that will, towards the end of the SPRING project, make use of the information and evidence collected, analysed and provided. Hence, the objective is not to create an exhaustive database but rather identify organisations across various levels of governance, localities, organisation types, thematic focus areas and areas of work with different target groups. The mapping aimed to create insights into the following questions:

- How has the stakeholder landscape changed since 2015/16?
- Which CoPs exist in the area of integration (of newly arrived migrants)? In which thematic areas and level? What roles do they play?
- What are the characteristics of CoPs working on integration? What are the driving factors for their creation?
- *Most importantly:* How can CoPs be supported in their work through the provision of information, evidence and successful practices? What tools and sources of information do they already make use of? What are the gaps and needs identified?

Against this background, the elaborations below focus primarily on what kind of information can be derived from the mapping for building the SPRING evidence portal. This short report does not aim to provide a comprehensive overview of preliminary results, but rather highlights new trends that should be reflected upon when developing the SPRING portal of evidence.

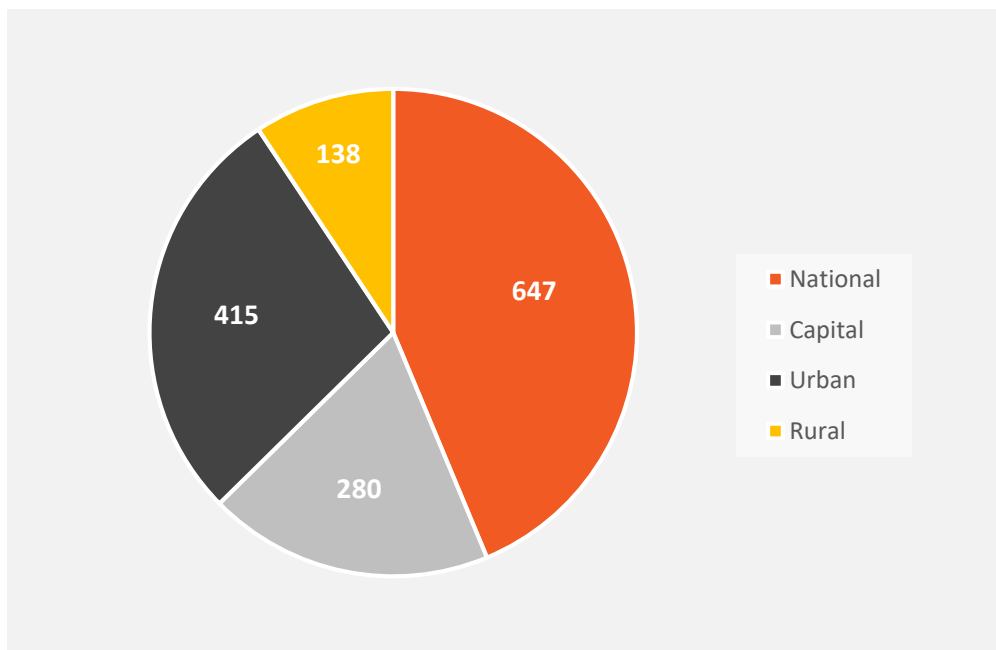


Figure 4: Mapped stakeholders and Communities of Practice, by target area

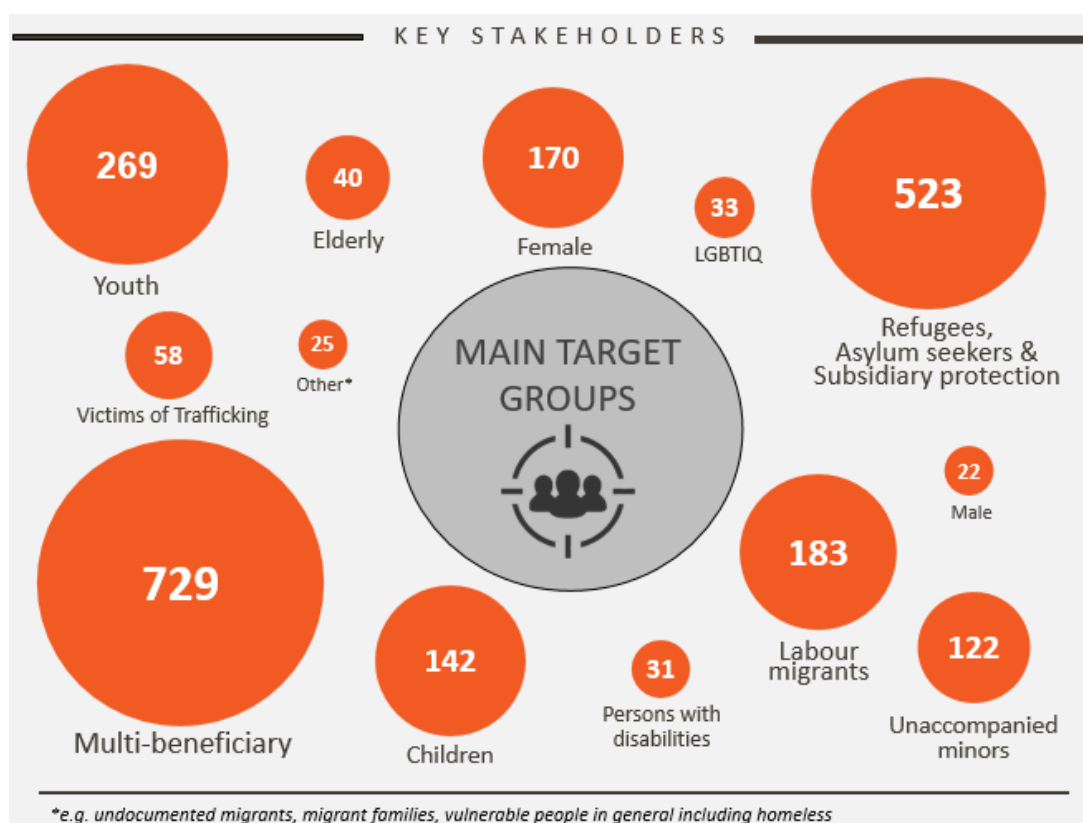


Figure 5: Main target groups of mapped stakeholders

5.1 MAPPING STAKEHOLDERS – INITIAL FINDINGS

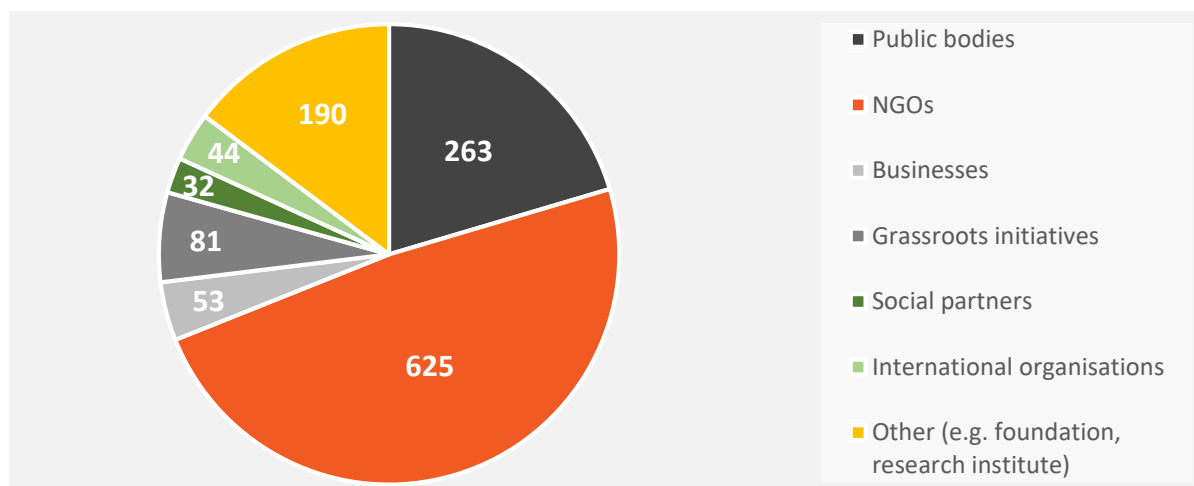


Figure 6: Mapped stakeholders, by organisation type

In total, **1288 key stakeholders have been mapped**, representing various types of actors. Besides the “traditional integration stakeholders”, a range of new actors in the field of integration have been identified during this period.

It is noteworthy that **universities** are emerging as important actors in the integration field. A central aspect of this development is the role played by tertiary institutions as admissions channels for

refugees. Examples in this regard include the University Corridors Project for Refugee Students aimed at increasing the availability of opportunities for refugees residing in Ethiopia to continue their higher education in Italy, and the MORE initiative from Austrian universities providing refugees and asylum seekers with additional academic opportunities and perspectives (Bacher et al., 2019). All major receiving countries in Europe have implemented policy approaches to integrate asylum seekers and refugees into higher education (European Commission/EACEA/Eurydice, 2019). In addition, universities have established law clinics that provide pro bono legal assistance.

Another discernible trend is the heightened role of the **private sector**. Employers have been mobilised to provide support for newly arrived beneficiaries of international protection. A number of cooperation initiatives with NGOs have emerged, aimed at placing newcomers in gainful employment. Examples of platforms established to this end include the European Commission initiative “Employers Together for Integration” and the “Network Companies integrate Refugees” in Germany. Another trend, very visible, for example, in France, the Netherlands and Belgium, sees specific companies or banks focus on labour market integration as part of their corporate social responsibility approach.

Chambers of commerce and trade unions have also become increasingly active during this period, e.g. by fostering closer cooperation between businesses, chambers of commerce and industries, trade unions and migrants’ associations to promote labour market integration.

Eighty-one ‘grassroots’ organisations have been mapped. The majority of the groups mapped are migrant or refugee-led organisations, although, following the 2015/16 arrivals, a large number of other voluntary initiatives launched – information on which has proven difficult to access. Migrant- and refugee-led organisations recently gained heightened visibility at EU level through the publishing of the Action Plan on Integration and Inclusion by the European Commission, aimed at promoting integration across the EU over the 2021-2027 period. The Commission also launched an Expert Group on the views of migrants, to accompany the implementation of the Action Plan.

One recent study showed that only a quarter of the most active migrant-led organisations in the EU MSs are also represented at EU or international level through membership of umbrella organisations (EWSI, 2021). In addition, their target groups and thematic foci vary considerably, depending on their specific (state) context. This implies that further research is needed on how this type of organisation can best benefit from the evidence and information provided on the SPRING portal.



Figure 7: Mapped stakeholders, by integration dimension¹

Regarding the target groups of integration initiatives, there seems to have occurred a general shift in focus from second- (or third-) generation migrants to newly arrived beneficiaries (and, partially, applicants) of international protection. In addition, there seems to be recently more emphasis placed on migrant and refugee women and lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ) persons.

Thematically, initiatives by mapped stakeholders also focused on strategic communication and public communication campaigns to change the narrative on the newly arrived. Private housing initiatives, e.g. via the platform “Refugees Welcome” supporting flat shares for refugees, are also noted. Digitalisation and the opportunities offered for labour market integration is a relatively new phenomenon.

Text Box 2: Digital empowerment

The [European Network of Migrant Women](#) (ENoMW), a migrant women-led feminist, secular, non-partisan platform advocating for the rights, freedoms and dignity of migrant, refugee and ethnic minority women and girls in Europe, is collaborating with eight other European integration actors within the “RIDE: Digital Empowerment for Migrant Women” project funded via the European Commission Asylum, Migration and Integration Fund (AMIF). The RIDE project, launched in February 2021, aims to foster integration of migrant and refugee women into the digital labour market by giving them the possibility to attend specially designed reskilling/upskilling courses and trainings. A major part of the project is dedicated to preparing the target group for the labour market in their new home country and to raising awareness about women rights in the host society.

Another example of the digital empowerment activities taking place is the “TF4Women programme” run by [Techfugees](#) to empower refugee women to get (back) into employment. The project provides educational and practical knowledge on jobs in the technology sector in parallel to one-on-one mentoring, with the main purpose of professional inclusion of women in the technology sector.

¹ Multiple entries were possible.

Text Box 3: Focus on unaccompanied minors (Italy)

The Municipality of Milan has set up a hub dedicated to reception of unaccompanied minors, bringing together different professionals to share insights on their respective expertise and perspectives on topics related to unaccompanied minors. Titled “[Service Centre for Unaccompanied Foreign Minors](#)”, the initiative is co-managed by the Municipality of Milan and a selection of non-profit actors, such as [Farsi Prossimo social cooperative](#), [Spazio Aperto Servizi social cooperative](#) and [Save the Children Italia](#). The aim of the initiative is to improve and model the processes of care and reception of unaccompanied foreign minors. The multidisciplinary team implementing the initiative is composed of social workers, professional educators, doctors, psychologists, mediators, legal advisors, Italian language teachers, administrative staff and experts in monitoring and data analysis. The Service Centre also monitors the phenomenon, collecting and analysing data on the flows, characteristics and needs of young people in the Milan. The initiative has created a CoP centred on the reception of unaccompanied minors in Italy in general, and in Lombardy in particular.

Within the context of unaccompanied minors, another recent example is the “[Never Alone](#)” initiative supported by a group of [nine private foundations](#) within the framework of the [European Programme for Integration and Migration \(EPIM\)](#). The main objective of the initiative is to promote both the autonomy and inclusion of young migrants, contributing to creating a new culture of reception in Italy. One of the goals of the initiative is to improve social inclusion of migrant children. To this end, the Never Alone founders have highlighted the strategic importance of the “voluntary guardian” – a trained private citizen who acts, on a voluntary basis, as the legal representative of an unaccompanied children. The second pillar of the initiative aims at putting social cohesion back at the centre of the public debate and facilitating the creation of a welcoming environment capable of supporting the social inclusion of unaccompanied children and young adults in Italy.

Text Box 4: NETWORK Companies Integrate Refugees [NETZWERK Unternehmen integrieren Fluechtlinge] (Germany)

The [NETWORK Companies Integrate Refugees](#) supports companies of all sizes, sectors and regions that employ refugees or want to partake in voluntary work. It brings together companies in Germany that are already committed to the integration of refugees, or are planning efforts in this regard. The network develops and shares knowledge on how integration can work in practice, and membership is free. The NETWORK initiative aims at creating an information platform, events and online formats to help companies successfully integrate refugees and is implemented by the German Chamber of Commerce and Industry (DIHK), with funding from the Federal Ministry for Economic Affairs and Energy.

Text Box 5: Refugee Support Platform [PAR – Plataforma de Apoio aos Refugiados] (Portugal)

The [Refugee Support Platform](#) comprises a network of 300+ Portuguese civil society organisations (CSOs), companies and social partners that decided to cooperate to respond to the needs of refugees in Portugal, Europe and those countries most affected by this humanitarian crisis. PAR offers various different types of assistance to refugee and refugee organisations, such as volunteer work and fundraising for projects in those states most affected by intense flows of displaced persons

(e.g. Lebanon) and integration services for families arriving in Portugal via relocation and resettlement; as well as events aimed at informing and raising awareness on the topic in Portuguese society.

Text Box 6: Accelerate and scale up the refugee integration process (France)

Accelair offers beneficiaries of international protection in the Rhône-Alpes and Occitanie regions individualised and reinforced support to access employment and vocational training via a team of specialised advisers. Actions are directed toward the beneficiaries of international protection themselves and employment and training stakeholders. The initiative provides a package of individualised support to beneficiaries of international protection (skills assessment, training, career planning, etc.), employment and training stakeholders, and businesses; as well as support through a technical housing committee. This endeavour highlights the need for territorial approaches that, in addition to mainstream services from the state and related institutions, offers tailor-made labour market integration support services adapted to the local employment and education opportunities, and which are co-developed with refugees.

To expand integration across the French territory and to scale up experiences, the Interministerial Delegation in charge of reception and integration of refugees ([DIAIR](#)) has launched several calls for proposals on labour market integration of refugees that are based on successful experiences such as the Accelair programme.

Text Box 7: Acknowledging the role of volunteers in migrant and refugee integration (Spain)

[“Befriending”](#) is a volunteer programme implemented by the NGO Rescate International aimed at providing asylum seekers and refugees in Spain with social orientation and support via the creation of social relations based on trust and exchange with local volunteers. Volunteers and volunteering activities and initiatives have indeed significantly increased in number and importance since 2015/2016 as a response to the gaps and needs identified in the provision of service on the ground, de facto playing a key role in the establishment of support networks for those who are newly arrived which, in turn, facilitates inclusion.

While during the pre-2020 period, volunteers and beneficiaries would mainly organise cultural activities and spend their free time together, in order to get to know each other and facilitate intercultural exchange, Coronavirus disease (COVID-19) restrictions in Spain represented a concrete challenge to implementation of the programme. However, steps were taken to make sure that all participants used various technical means (smartphones, tablets, internet) to continue the activities online – including volunteers, who now receive their initial training remotely.

5.2 MAPPING COMMUNITIES OF PRACTICE – INITIAL FINDINGS

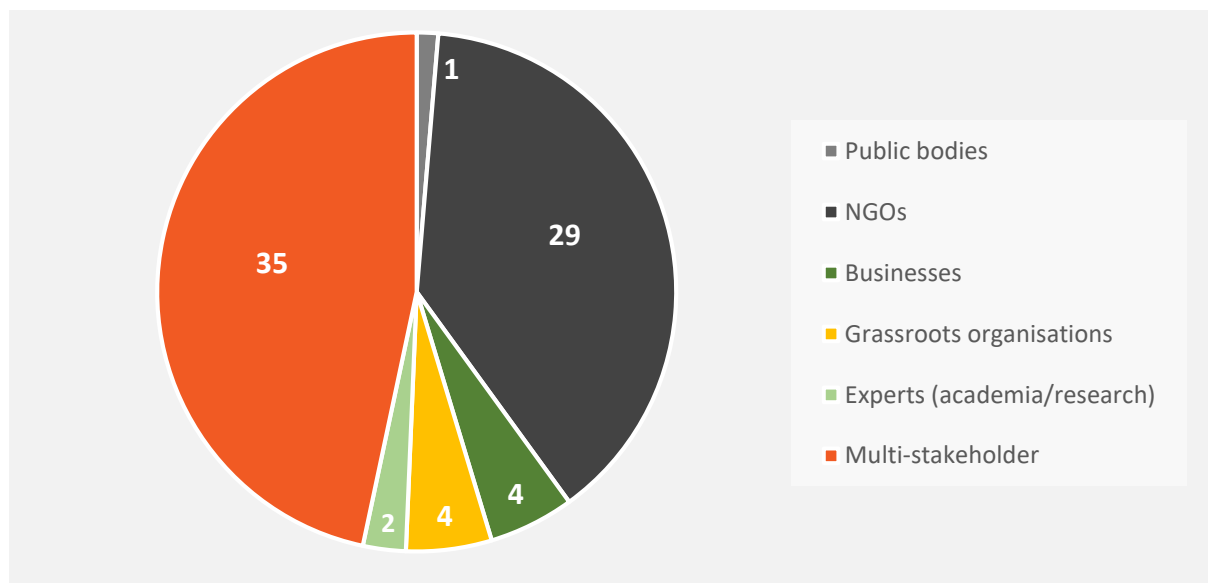


Figure 8: Mapped Communities of Practice, by organisation type

Since migration became one of the dominant issues in Europe after 1990, and even more so after 2015/16, a number of networks, coordination bodies, etc. (referred to hereafter as CoPs) have been formed at various levels of governance to address integration and support migrants.

Prior to this period, processes of professionalisation and formation of communities in the main(stream) policy areas of the social welfare state reached its peak in the 1970s and 1980s, when migration was not yet a predominant topic in many European countries. Hence, the CoPs active tended, for the most part, not to reflect socio-cultural diversity as an element of professionalisation. Since that time, however, a trend toward mainstreaming of integration policy (Scholten, Collett and Petrovic, 2017) and the fact that mainstream welfare institutions, NGOs, and others engage in integration, has been observed.

Hence, parallel CoPs emerged that are also visible among those mapped for this report. In addition, locality (or better put, “context-specificity”) became a driving force for the creation of CoPs. Networks of **larger cities** started to emerge in the 1990s that also took integration, social cohesion and immigration into account, which suggests that they face common challenges with regard to the social inclusion of migrants and refugees.² At the beginning of their activities, these networks focused on urban planning, access to housing and services, which again became prevalent in 2015/16. Nevertheless, when also looking at the different information needs each actor might have, one needs to take into account their respective competencies and funding realities (e.g. as a federal city state).

² Pertinent examples are the Global Mayoral Forum on Mobility, Migration and Development; the Mediterranean City-to-City Migration (MC2CM) implemented by ICMPD in partnership with the United Cities and Local Governments (UCLG) and UN-Habitat; EUROCITIES; Solidarity Cities (as part of the EUROCITIES network); the Council of Europe’s Intercultural Cities Network; and the Partnership of the Urban Agenda for the EU on Inclusion of Migrants and Refugees.

Smaller cities, for example, rely more on voluntary support for migrants and refugees and the mobilisation of civil society.

In the case of “**new**” countries of immigration – Poland and Czech Republic, for example, NGOs created formal and informal CoPs to increase the effectiveness of the direct support provided to migrants and refugees.

Text Box 8: Formal and informal Communities of Practice in “new” countries of immigration (Czech Republic and Poland)

The [Consortium of Migrants Assisting Organization](#) (Czech Republic) is an umbrella organisation, founded in 2003 in Prague, uniting 16 non-governmental organisations involved in activities aimed toward the integration of migrants (e.g. provision of direct assistance, including legal and social counselling, education). The consortium facilitates cooperation and provides a place for exchange of ideas and (internal and external) dialogue as well as advocacy on behalf of its members. Activities include events (e.g. debates with stakeholders, workshops for the state administration, municipalities and regional authorities), publishing commentaries and analyses on pressing migration-related issues, and capacity building support for member organisations (e.g. trainings). The cooperation and exchange of good practices between members is organised into four working groups: social work, legal counselling, advocacy and lobbying, and communication and media.

The [Consortium of social organisations working for refugees and migrants](#) (Poland) was established in 2017 and currently comprises 10 organisations. The Consortium functions as an informal working group, which initially aimed to provide mostly mutual support and experience exchange between member organisations. The cooperation resulted in joint initiatives and projects that foresee, among other endeavours, legal counselling in Warsaw, Poznań, Lublin and Wrocław (directly at migrant centres) and psychological and integration support. These activities are currently complemented by the creation of a group of cooperating stakeholders, including experts, scientists, trade unions, employers’ organisations, and migrants.

A newer trend is the formation of networks that take into account the specificities of settlement/integration in **rural areas**. Examples of these types of networks are found in almost all states mapped, suggesting that the information needs of migrant/refugee integration stakeholders differ in rural areas compared to urbanised areas. Although rural municipalities are not yet as visible as larger cities as integration actors, they have started developing strategic approaches towards integration; sometimes undertaken with the accompanying aim of addressing their demographic decline (see Stürner et al., 2020).

In parallel, rural municipalities understand themselves as migration actors, e.g. with regard to relocation or resettlement; see, for example, the “Landesaufnahmeprogramme” in some German federal states which provides an additional pathway of admission for family members of Syrians with a residence permit (Bendel et al., 2019). In a further example, local communities have collaborated to form “humanitarian corridors” that provide transfer and integration in Europe of vulnerable refugees such as minors, disabled persons, persons living with serious illness, single parents with minor children, persons with mental disorders, and the elderly.

The Italian churches' coalition leading the Humanitarian Corridors programme has played an important role in increasing opportunities for safe pathways to Europe, demonstrating the potential of civil society to work in partnership with government agencies for refugee protection. As an initiative of faith-based organisations, the programme relies on a wide network of advocates and volunteers that offer welcome, settlement and integration support. (In practice, each sponsoring organisation provides reception and integration support according to its respective capacities.) Since 2015, over 2,500 refugees have arrived under the programme; and the model has been scaled up and now also covers France, Belgium and Andorra.

Rural municipalities will have a greater need to receive information and exchange on the intersections between labour market participation and access to mobility/public transport, availability of childcare and the lack of informal community networks, such as wider family networks. Housing and informal support through neighbourhood, parent or sports networks, however, are often easier to access in rural areas than in cities.

Text Box 9: Combating “caporalato” – National network against migrant labour abuse in rural areas (Italy)

The term “caporalato” refers to the intermediation and exploitation of work by illegal intermediaries (“caporali”) who recruit workers. The system of labour exploitation in Italy involves various sectors (transport, construction, logistics and care services), but is particularly strong in the agricultural sector, characterised by a prevalence of short-term employment relationships and seasonal work. Against this background, the Italian Government has set up an [ad hoc operational Table for the definition of a new strategy to combat “caporalato” and labour exploitation in agriculture](#), chaired by the Minister of Labour and Social Policies and bringing together all institutional bodies involved at national and territorial level, as well as the respective social partners and main third sector organisations. Additionally, six thematic working groups support the work of the initiative. The main objective of the endeavour is to define a national strategy for preventing and combating the “caporalato” phenomenon, enshrined in the 2020-2022 Three-Year Plan published by the Italian Government. Over 700 million euros has already been allocated for the implementation of the Plan to implement concrete actions to prevent and combat “caporalato” and labour exploitation.

Within the framework of the Three-Year Plan, one initiative of note is [Su.Pr.Eme. Italia](#), financed within the framework of the European Commission AMIF Emergency Funds. The programme aims to implement an Extraordinary Integrated Plan of interventions to combat and overcome all forms of serious labour exploitation and serious marginality and vulnerability of migrant workers in the most critical territories in the five southern Italian regions covered by the action. It also aims at promoting sustainable processes of social and economic integration. The initiative is led by the Italian Ministry of Labour and Social Policies - Directorate General for Immigration (Lead partner), assisted by the Apulia Region (Coordinating Partner) together with the regions of Basilicata, Calabria, Campania and Sicily and the National Labour Inspectorate, the International Organisation for Migration, and Nova Consorzio Nazionale per l’Innovazione Sociale.

Text Box 10: SHARE Network

Established in March 2012 and led by ICMC Europe, the [SHARE Network](#) provides a platform for mutual exchange and learning amongst local and regional actors to foster the inclusion and integration of newly arrived refugees and migrants across the EU. As a platform within the wider European Resettlement Network (ERN), the SHARE Network is built upon partnerships and works together with European and global networks, projects and initiatives toward the common goal of building the capacity and sustainability of resettlement and inclusion. To date, SHARE has engaged over 4,000 stakeholders, across the 27 EU Member States, in dialogue, capacity building, and advocacy, ensuring that regional and local actors have a voice and a presence within resettlement and inclusion processes.

Over the years, the SHARE Network has expanded to include approaches that benefit all newcomers – refugees and other beneficiaries of international protection, as well as asylum seekers, migrants, unaccompanied minors and victims of trafficking – with a particular focus on smaller municipalities (of less than 150,000 inhabitants) and rural areas. Through its engagement with these individuals, the SHARE serves as an evidence base for successful integration practice. The SHARE Network also strongly advocates for refugee and migrant participation in regional and local integration frameworks, especially in evaluation of practices and piloting co-design in local integration programmes.

In general terms, the mapping showed that Communities of Practice respond to multi-level governance of migration as well as to changing funding and institutional structures, e.g. with regard to the provision of language courses or legal assistance.

Furthermore, CoPs have also been formed to respond to the needs of specific migrant or refugee groups, either defined by the channel of admission or with regard to their social characteristics, such as refugees and those seeking international protection, women or undocumented migrants.

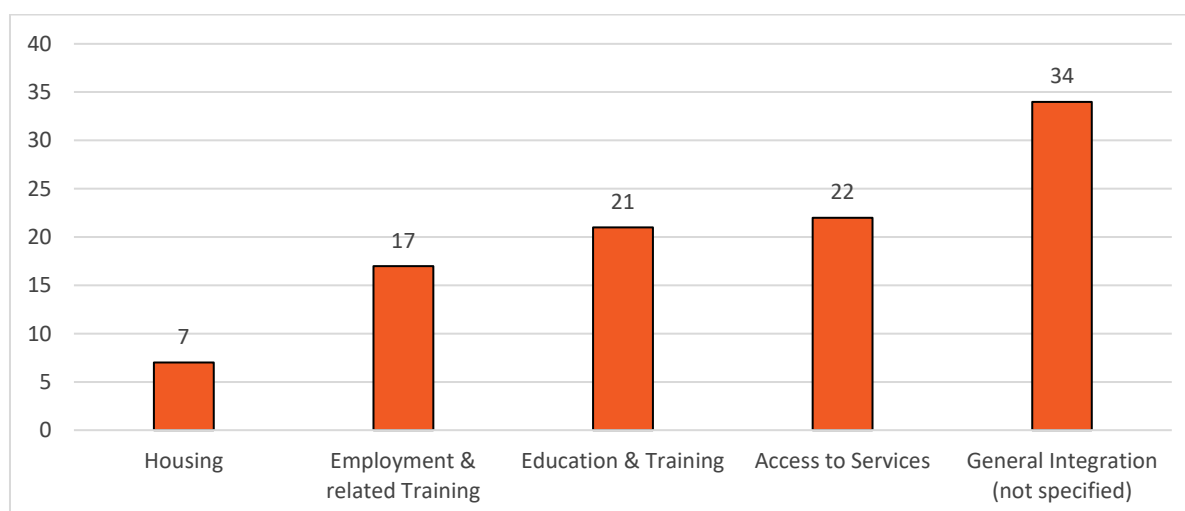


Figure 9: Mapped Communities of Practice, by integration dimension

Text Box 11: NIPE – Network for Intercultural Psychotherapy after Extreme Traumatization [Netzwerk für Interkulturelle Psychotherapie nach Extremtraumatisierung] (Austria)

Despite Austria's high-quality healthcare system, in many cases, costs for mental healthcare must be borne by the patient themselves, which is why there is a strong need for institutes that offer psychotherapeutic support to traumatised refugees and asylum seekers free of charge. In this context, the [NIPE Network for Intercultural Psychotherapy after Extreme Traumatization](#) connects eleven Austrian psychotherapy centres specialised in the treatment of refugees. All facilities work with interpreters and native speaker therapists, who offer their services free of charge.

Since 2015, the network members, which include the intercultural counselling and therapy centre [ZEBRA](#) (Styria), the association [ASPIS](#) (Carinthia), and the association [HEMAYAT](#) (Vienna), have been formally linked through the NIPE project, which is funded by the Austrian Federal Ministry of the Interior and the EU AMIF fund. Professional exchange, quality assurance and joint advocacy for treating refugees in a healing rather than a retraumatising way are at the core of the network's activities.

Text Box 12: SIRIUS – Policy Network on Migrant Education

The [SIRIUS – Policy Network on Migrant Education](#) brings together more than 40 key stakeholders in migration and education from 20+ European countries, including policymakers, researchers, practitioners and representatives of migrant communities. The network transfers knowledge and influences inclusive policy development to facilitate the integration of children and young people with migrant background and foster their effective access to the universal right to education.

Funded by the Open Society Foundations and co-funded by the EU, the SIRIUS Network strives for pupils from a migrant background to achieve equal educational standards. As of 2017, SIRIUS has been formally established as an independent network, and includes all major education stakeholders.

Text Box 13: Partnership Skåne (Sweden)

Since 2008, [Partnership Skåne](#) has acted as a framework for comprehensive intersectoral cooperation and methodological development, supporting the integration of newly arrived refugees and migrants in the southern region of Skåne, with a focus on health, social participation and empowerment. Partnership Skåne, brings together organisations responsible for the reception and establishment of newcomers such as the County Administrative Board, Region Skåne, Public Employment Service, municipalities, universities and CSOs. The respective organisations jointly develop methods and secure conditions for addressing prioritised needs, where regional cooperation and coordination of resources is necessary. The work in Partnership Skåne is conducted as part of the Skåne County Administrative Board mission to promote capacity and preparedness for the reception of newly arrived migrants.

Through Partnership Skåne, the responsible organisations in Skåne also cooperate with national, European and international actors. One example of European cooperation is the AMIF-funded [REGIN project](#), which aims to mainstream migrant and refugee integration within social cohesion policies at regional level – by building a common framework to facilitate, guide and improve the performance of regions through innovative tools. As one of the ten consortium partners, Partnership

Skåne will be in charge of conducting a –pilot project as part of its previous and ongoing method development on health equity and social inclusion. The –pilot project will consist of an advisory service providing holistic support to newly arrived migrants and a support scheme tailored to individual needs aimed at ensuring integration, psychosocial support and empowerment.

Communities of Practice, even those that are multistakeholder in makeup, often do not efficiently include migrant- and refugee-led organisations, despite the proliferation of many such networks at both European and national level. Examples of this type of entity at the European level include the European Network of Migrant Women (see Text Box 2, p. 13) and the European Commission Expert Group on the views of migrants.

For their part, networks such as the “Neuen Österreichischen Organisationen” in Austria and the “Neuen Deutschen Organisationen” in Germany understand themselves as institutions in a post-migrant society, meaning that the social change towards a heterogeneous society has already been acknowledged (as a normality) which cannot be reversed (Faroutan, 2015).

Other examples of this type of organisation are the Samarbetsorgan för etniska organisationer i Sverige (SIOS) in Sweden, which has been bringing voluntary migrant groups together since 1972; the Council of Refugee Women (CRW) in Bulgaria, the Netwerk van Organisaties van Oudere Migranten (NOOM) in the Netherlands, which focuses on the needs of elderly migrants, and the Platforma migrantů in the Czech Republic.

Text Box 14: SPIOR – Foundation Platform Islamic Organisations [Stichting Platform Islamitische Organisaties Rijnmond] (The Netherlands)

The [Platform for Islamic Organisations in Rijnmond](#) is an Islamic umbrella organisation operating in Rotterdam and neighbouring towns in the Netherlands. Most of the mosques in Rotterdam are members of SPIOR, as well as many sociocultural organisations, and youth and women’s organisations.

At present, SPIOR has a total 72 member organisations, all of which share an Islamic identity, the connection to the region, and the aim to make a contribution to society. Muslims in the member organisations represent twelve different countries of origin (Turkey, Morocco, Pakistan, Afghanistan, Somalia, Surinam, Indonesia, Bosnia-Herzegovina, the State of Palestinian, Algeria, Tunisia and the Netherlands). The scope of SPIOR work includes education, anti-discrimination, youth, employment, and women’s empowerment.

Text Box 15: New Communities Partnership (NCP) (Ireland)

[New Communities Partnership \(NCP\)](#) is an independent national network consisting of more than 150 migrant-led groups and comprising 65 nationalities. NCP membership comprises community and voluntary groups from Asian, Middle Eastern, North African, European, Caribbean, South American and African backgrounds. The organisation, led by community members, enables migrant communities to engage with all aspects of Irish social, political and cultural life on an equal footing, thereby maximising the leadership capacity within new communities.

The network was formed in 2003 by a group of community leaders, who wished to represent and empower migrant communities and their organisations in Ireland. In addition to being the largest migrant-led network in Ireland, NCP offers a number of services that assist migrant individuals, families and groups with issues pertaining to social inclusion, child protection, education, training, employment, cultural understanding, citizenship, etc.

5.3 MAPPING RESEARCH PROJECTS

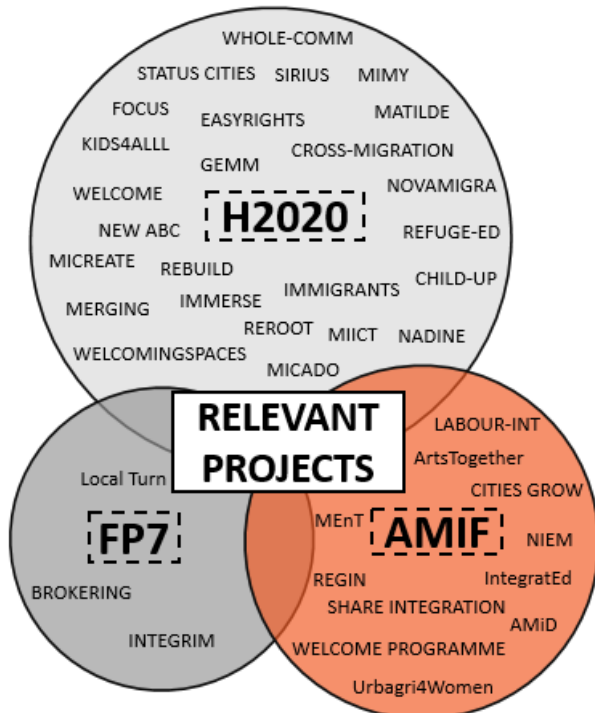


Figure 10: EU-funded research projects of relevance for SPRING

Particularly after 2015/16, there was significant growth in the analysis of integration processes of both more established and new migrants, as well as of integration measures, policies and broader governance structures. The EU Research Programme Horizon 2020 (H2020) made an additional EUR 111 million available for research projects on migration, in response to the post-2014 inflows in the period between 2017 and 2020, while research conducted under other priority areas of the Horizon call often also had important migration and integration components (see European Commission, 2019).

Research has also been funded under other EU-funded programmes such as the AMIF, the European Social Fund (ESF) and Erasmus+, while various other EU bodies, such as the Knowledge Centre on Migration and Demography (KCMD), the European Asylum Support Office (EASO), the European Union Agency for Fundamental Rights

(FRA) – or networks such as European Observation Network for Territorial Development and Cohesion (ESPON)⁵ (an initiative on territorial development), have all contributed to the knowledge base on recently arrived migrants. Significant efforts have also come from private foundations and at the national level. The outcomes of these reports should be exploited for their practical findings and recommendations for policymakers and stakeholders, facilitating knowledge transfer and diffusion of particular models of practice.

The SPRING project builds on preceding H2020 projects, such as the CrossMigration project (2018-2020), and initiates collaborations with those projects focusing on integration on specific issues of common interest. Besides other relevant H2020 projects, SPRING also examines relevant Seventh Framework Programme (FP7) and European projects funded through the AMIF call.

Text Box 16: National Integration Evaluation Mechanism (NIEM)

[NIEM](#) is a six-year AMIF transnational project supporting key actors in the integration field to improve the integration outcomes of beneficiaries of international protection. It establishes a mechanism for a biennial, comprehensive evaluation of the integration of beneficiaries of

international protection to provide evidence on gaps in integration standards, identify promising practices, and evaluate the effects of legislative and policy changes.

In addition to its research activities, the project foresees the creation of 15 national coalitions comprising relevant stakeholders: representatives from government, local authorities, social partners and NGOs, as well as from academia and migrant organisations. The aim of these coalitions would centre on promoting NIEM and its outcomes in each participating country, tightening relations between key stakeholders, experts and practitioners, and monitoring the implementation of recommendations put forward, and advocating for their mainstreaming. The International NIEM coalition involves project partners and integration policy stakeholders from various states.

6 SPRING STAKEHOLDER ENGAGEMENT

Proactively engaging stakeholders, rather than solely disseminating and communicating results once research has been finalised, should be understood as a two-way process. This interaction requires the cultivation of dialogue with policymakers, practitioners and other researchers, and sustaining this dialogue throughout the lifetime of the SPRING project. Engaging stakeholders throughout the project will foster understanding of their priorities and constraints, serving as the key reference point for building the SPRING portal.

The SPRING project employs a range of participatory methods to engage relevant stakeholders, each of which has been adapted to the stakeholders' professional profiles, needs, vocabulary and ways of working. Employing these methods is expected to increase knowledge flow and lead to greater diffusion of new methods for collaboration between researchers, practitioners, and policymakers. The SPRING project focuses on the key steps for practitioners in terms of transferability (WP3), co-design (WP1), effectiveness (WP2), evaluation (WP4) and sustainability (WP3). It will produce convergence and increase effective and innovative policies and practices adopted by a diversity of integration stakeholders across Europe.

As has been emphasised, the main objective of engagement is to provide stakeholders with a knowledge infrastructure based on their needs, by solving the mismatch between (academic) knowledge and the information needs of integration practitioners. In order to achieve this aim, the SPRING project applies a methodological co-design approach, which has its roots in the design industry, that includes the participation of central actors external to the project, and iterative feedback and learning orientated loops.

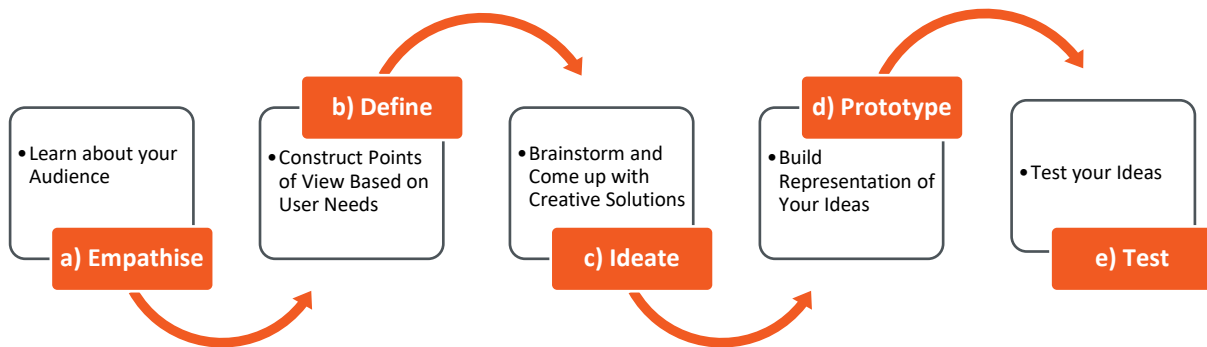


Figure 11: Design Thinking Process

Source: Pal, 2020

A co-design approach was chosen that follows the so-called “double-diamond” structure. This structure distinguishes two separate processes: a problem definition process and a solution finding process. Both processes are marked by a diverging phase (exploring and gathering insights) and a converging phase (deciding and defining). Based on the processes laid down in the double-diamond model, the SPRING project follows a circular approach which allows integration of different contributions and makes them comprehensible to the other groups participating in the process.

To concretely engage with stakeholders as part of the co-design approach, several techniques will be applied to create enhanced understanding of the difficulties that emerge within different contexts and the problems stakeholders experience concerning knowledge and information. This dynamic will form the basis for developing and testing possible solutions (prototypes) for jointly defined problems, again through employing a range of methods.

Table 2: SPRING stakeholder engagement plan

Activity	Objectives and description of engagement and relevance for policymakers and practitioners	Deliverable
SPRING Launch Conference	<ul style="list-style-type: none"> Bring together selected practitioners and researchers, including those involved in ongoing and past projects on integration Start building a network with policymakers and practitioners 	Meeting report
Technical Workshop	<ul style="list-style-type: none"> Identification of main priorities and needs, as well as difficulties and good practices Start building a network with policymakers, researchers and practitioners 	Meeting report Graphic recording
12 Stakeholder Workshops	<ul style="list-style-type: none"> Bring together COP representatives Develop possible solutions to the problem defined (problems faced by involved stakeholders to identify, form, join, or participate in COPs) 	Meeting report Shared problem definition report
Reflection Group Meetings (transnational workshops)	<ul style="list-style-type: none"> Bring together expert practitioners and stakeholder representatives with long-standing, on-the-ground experience Provide feedback on the proposed benchmarks, reflect on pilot-assessed practices Support SPRING in further substantiating and refining the validation process 	Meeting minutes
4 Webinars	<ul style="list-style-type: none"> Share information on the four selected spheres of integration covered by the project Engage broadly with existing COPs active in four selected spheres of integration covered by the project Build on the results of other work packages and provide a thematic impulse to stimulate discussion and experience exchange between COP members 	Meeting report 2 Expert voice articles
Roundtable with network of experts on evaluating integration practice/policies	<ul style="list-style-type: none"> Present the evaluation toolkit and gather feedback Discuss the most promising levels in developing an evidence-based culture on integration policy/practice Identify “action points” 	Meeting report
Webinar on evaluation	<ul style="list-style-type: none"> Gather experts on (integration) policy evaluation Discuss the state of the art on producing and using rigorous evidence, and provide insight into the prototype evaluation toolkit for CoPs 	Meeting report
Research-practice policy event with Policymakers Roundtable	<ul style="list-style-type: none"> Hold the respective public event Promote “evidence alliances” centred on migrant integration Create a more sustainable feedback loop between integration researchers, practitioners and policymakers 	Meeting report

Policy Evaluation Academy	<ul style="list-style-type: none"> • Pilot an online class for up to 20 policymakers on how to evaluate integration-related practices and policies 	Recordings, training materials, and handbook/report Academy report
Validation Workshop on Knowledge & Co-Design	<ul style="list-style-type: none"> • Present the results of the pilot co-design trajectories • Test initial research findings and their relevance with stakeholders • Gather feedback on how the project results can be applied to other contexts and how prototypes produced can be scaled up • Present and gather feedback on the results of the systematic knowledge accumulation 	Meeting report
4 Thematic Stakeholder Webinars	<ul style="list-style-type: none"> • Bring together selected practitioners and researchers • Disseminate the results among academic and non-academic audiences • Validate the results and together shape the policy recommendations • Facilitate the exchange of potential solutions to the most recent challenges (identified during the project) 	Meeting report Assessment report, incl. recommendations 2 Policy briefs

7 CONCLUSIONS AND KEY POINTS FOR FURTHER RESEARCH

This report has presented the status quo on the initial mapping of key stakeholders and Communities of Practices, with the aim of delineating the diverse picture of well-established and newly created actors. Due to the broadly diverse realities on the ground across the selected 18 EU Member States concerned, the number of structures mapped varied from state to state. The information was collected through the review of publicly available data, mainly through the respective organisations' online presence, which limits the validity of results. Nevertheless, a number of observed trends can be indicated at this point, to provide the basis for subsequent assessments within the framework of the SPRING project. Indeed, the mapping exercise was undertaken with the underlying objective of deriving insight for building the SPRING portal, which will provide targeted, accessible and tailored information on practices, policies and research results for integration stakeholders, with a focus on CoPs.

Eight main observations emerged during the course of the mapping exercise related above:

1. **The mode of information delivery should be adapted to include a time and locality perspective.** Delivery should reflect the different phases of integration, distinguishing the reception and the longer-term integration phase. The specific context should also be reflected, accounting for the different integration challenges faced in rural/urbanised areas and larger cities.
2. **The difference in terminologies and integration concepts employed by stakeholders should be taken into account.** These might differ largely between “mainstream” integration actors which have formed epistemic communities and related standards of work in the areas of housing, education, employment and access to services. Some actors might not even feel addressed by the term “integration”, despite their work directly contributing to advancement in this area. Emerging actors such as universities, companies, and social partners should also be taken into account.
3. Migrant- and refugee-led organisations fulfil important roles in the integration process, particularly with regard to accessing vulnerable or groups that are otherwise hard to reach. As they seem to be less connected through (European) Communities of Practice, **the information priorities of migrant- and refugee-led organisations should receive particular emphasis** in the SPRING needs assessment.
4. Integration work, **particularly in the post-2015/16 era**, ventures beyond the “traditional” areas of this field which should receive further emphasis in the next steps of the project. As an example, a number of stakeholders have started to address the “narrative of migration and integration” to create a conducive environment for integration. A further example is the new opportunities created for integration and programmes by digitalisation – with regard to labour market integration, for instance.
5. **NGOs are still the major provider of integration services.** Following the 2015/16 period, these actors have embedded further specialisation into their work, taking into account the needs of specific target groups, such as women, victims of violence, LGBTIQ persons, unaccompanied

minors, and separated families – as well as specific professions, foreign-trained professionals, etc.

6. **Networks, umbrella organisations, research projects and other actors stand to learn a great deal from each other**, including via cross-sectoral cooperation, further professionalising and strengthening collaboration. At present, most of these CoPs that work together do not necessarily understand themselves as a Community of Practice, which implies that the term needs to be contextualised and further mainstreamed. .
7. **Co-designing, co-evaluating and co-implementing integration policies and practices together with migrant and refugee actors** already represents a priority for stakeholders, and will further gain in importance. Providing knowledge and first-hand information via SPRING will amount to clear added value for integration practitioners and policymakers.
8. To further enhance the role of CoPs in driving innovation and creating sustainable integration approaches, it is important to **ensure systematic collection, analysis, and documentation of experiences**, shared and contextualised by reflecting the (local, national, thematic) specificities of the respective practices and approaches.

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ANNEXES

ANNEX A: STAKEHOLDER MAPPING SHEET

Part 1

SPRING STAKEHOLDER MAPPING																			
STAKEHOLDER DETAILS																			
Ref.	Name of Organisation	Responsible Unit(s) (if relevant)	Size of Unit(s)/ Organisation (not mandatory)	Website Link (if available)	Registration Details (Address)			Contact Person(s)				Type of Organisation/Sector		Target Area					Active
					Country	Province/Region	City/Town	Name (not mandatory)	Email	Contact Details Publicly Available		Type of Organisation	Subtype of Organisation (not mandatory)	National	Capital	Urban Area (medium size)	Rural Area	Other (please describe)	
										Yes/No	If Yes, Add Link								
1																			
2																			
3																			
4																			
5																			

Part 2

SPRING STAKEHOLDER MAPPING																																			
UNIT/ORGANISATION SCOPE OF WORK																																			
Primary Focus on Migrants' Integration	Integration Phase (select more if relevant)			Integration Dimension(s)						Target Audience(s)													Reason(s) for Stakeholder Selection/Relevance												
	Reception	Early Settlement & Welcome	Long-Term Integration	General Integration (not specified)	Housing	Employment & Related Training	Education & Training	Access to Services	Other (please describe)	Multi-Beneficiary	Refugees/Asylum Seekers/ Subsidiary Protection	Labour Migrants	Youth	Children	Female	Male	LGBTIQ	UAM	VOT	Elderly	Persons with Disabilities	Other (please describe)	Receives EU Funding		Receives National Funding		National Recognition		Good Practice/Exceptional Achievement		Other (please describe)				
																								EU Fund	Other (please describe)	Government Level	Other (please describe)	Listed on Government Website	Reference Link	Please Describe	Reference Link				

ANNEX B: COMMUNITIES OF PRACTICE MAPPING SHEET

Part 1

SPRING COMMUNITIES OF PRACTICE MAPPING															
Ref.	COP/NETWORK DETAILS														
	Name of Network/COP (if available)	Name of Network/ COP members	Lead Institution (if relevant)	Type of Organisations	Network/ COP Reference Link (if available)	Contact Details					Target Area of COP				
						Address (if available)	Name	Email	Contact Details Publicly Available		National	Capital	Urban Area (medium size)	Rural Area	Other (please describe)
Yes/No	If Yes, Add Link														
1															
2															
3															
4															
5															

Part 2

SPRING COMMUNITIES OF PRACTICE MAPPING																																		
COP/NETWORK'S SCOPE OF WORK																																		
Primary Focus on Migrants' Integration	Integration Phase (select more if relevant)			Integration Dimension(s)						Target Audience(s)												Contextual Information												
	Reception	Early Settlement & Welcome	Long-Term Integration	General Integration (not specified)	Housing	Employment & Related Training	Education & Training	Access to Services	Other (please describe)	Multi-Beneficiary	Refugees/Asylum Seekers/Subsidiary Protection	Labour Migrants	Youth	Children	Female	Male	LGBTIQ	UAM	VOT	Elderly	Persons with Disabilities	Other (please describe)	Date of Creation	Purpose	Type of Activities			Receives EU Funding (select if applicable)		Receives National Funding (select if applicable)				
																									Dialogue/Knowledge Exchange	Joint Action/Project/Initiative	Other (please describe)	Reference Link to Example	EU Fund	Other (please describe)	Government Level	Other (please describe)		