



**PRIVATE SPONSORSHIP AND COMMUNITY-BASED INTEGRATION: THE
PAR EXAMPLE AND OTHER GOOD PRACTICES**





RaCIP - Raising Capacity for Inclusive People engaged in private sponsorships

www.racip.eu
www.linkedin.com/company/racip
www.facebook.com/raciproject

Private Sponsorship and community-based integration: The PAR example and other good practices

Paper - WP2 - Deliverable 2.1

ISBN 978-972-8048-66-2

Authors

Sandra Mateus, Daniela Santa-Marta, João Pedro Pereira, Mara Clemente, Teresa Seabra (Iscte – Instituto Universitário de Lisboa, Portugal)

Contributors

CVI – Consorcio Veneto Insieme
Glocal Factory
JRS Portugal
Municipality of Ioannina

Refugee Welcome IT
Réfugiés Bienvenue
Second Tree
Synthesis Center for Education and Research

A sincere thank you to Second Tree for the diligent proofreading of this document.

How to cite this publication

Mateus, S., D. Santa-Marta, J. P. Pereira, M. Clemente & T. Seabra (2021). *Private Sponsorship and community-based integration: The PAR example and other good practices* (Paper for RaCIP Project). Lisbon: Iscte-Instituto Universitário de Lisboa. Available at: www.racip.eu

Cover image: Toa Heftiba in [Unsplash](https://unsplash.com)

This paper is an output of the RaCIP Project. It has been led by Iscte and undertaken with the support of all the project partners for the purposes of the RaCIP project. The output was developed between 1.12.2020 and 31.03.2021.



This project was funded by the European Union's Asylum, Migration and Integration Fund.
The content of this publication represents the views of the author only and is his/her sole responsibility.
The European Commission does not accept any responsibility for use that may be made of the information it contains.

Table of Contents

Summary	2
Introduction	3
1. Integration and Private Sponsorship	4
Integration and community-based integration	4
Refugee Private Sponsorship Initiatives In and Out of Europe.....	7
2. PAR – Refugee Support Platform’s example.....	10
PAR’s establishment: urgency, charisma, and experience	11
Governance.....	13
Communication, training, and capacity building.....	18
Challenges and limitations.....	19
Diversity management and pressure for practices’ consistency	19
Resources and funding	21
Constructing specific answers where the State is most fragile	22
Motivation and media agenda maintenance.....	23
Future and replicability.....	24
3. Other good practices in community-based integration.....	25
Methodology and definitions.....	25
Overview	30
4. Lessons learned	32
1. Appeal and engagement.....	32
2. Communication.....	33
3. Openness and collaboration	33
4. Leadership.....	34
5. Shared values, adaptative governance and flexibility	34
6. Capacity building.....	35
7. Diversity of organisations, scopes, and levels of action.....	36
8. Resources’ maximization	36
References	37
Annexes.....	40

Summary

This paper focuses on the study of a community-based sponsorship scheme carried out by Refugee Support Platform (PAR) and on a comparative analysis of PAR's model with other good practices and PS experiences. The platform is a network composed of civil society organizations whose mission is to contribute to the integration of refugees coming into Portugal seeking a safe place to live. Its main activity consists of a nationwide hosting program directed at the reception and integration of refugee children and their families in Portugal with the support of local communities and institutions (municipalities, non-profit associations, religious institutions, schools, etc.). Based on desk research, the analysis has a strong organisational focus (emergence, governance model, main features), and looks at some limitations and challenges.

The good practices identified by the partners reflect the multidimensionality of the integration and settlement processes which are complex and require multi-layered answers. Looking at the methodologies, strategies, and mechanisms each project has activated, it highlights the need for top down, as well as bottom up mobilization, involvement, compromise, and cooperation. Overall, the practices highlight a variety of paths which can be explored to discover how creativity, expertise, and research play an important role in creating integration and settlement strategies and pathways.

Following a Learned Lessons Framework, it was possible to identify 8 relevant topics on three major dimensions: image and message; ties; and links and resources. PAR's example highlights the following points:

1. **Appeal and engagement** - A sense of urgency is an important catalyst for institutional and individual support and mobilisation, but it is difficult to sustain over extended periods.
2. **Communication** - Communication is key for social relevance, behaviour change and public will.
3. **Openness and collaboration** - Openness and collaborative governance are valuable strategies for inclusion, innovation, and collective intelligence.
4. **Leadership** - Leadership is vital for engagement and visibility, however leadership transitions can leave organisations vulnerable.
5. **Shared values, adaptative governance and flexibility** - Civil society organisations are better able to develop shared identities, and adaptive governance models that balance flexibility and stability.
6. **Capacity building** - Capacity building is a key tool for improving the practice and to consolidate the network.
7. **Diversity of organisations, scopes, and levels of action** - The diversity and intersection of organisation profiles, scopes and levels of action foster dialogue and strengthen the network.
8. **Resource maximization** - The network structure allows for capacity reinforcement and maximization of resources.

Introduction

This paper is developed within the scope of RaCIP Project, which is focused on enhancing the capacity building for organisations operating Private Sponsorship (PS) schemes or otherwise engaged in community-based support of refugees' integration. It is carried out in a European consortium of nine public and private organizations from five different countries (Italy, Greece, Cyprus, Portugal, France) within European Commission' Asylum, Migration, and Integration fund framework. The project will feature several pilot schemes aiming at scaling up existing PS and strengthening community-based efforts by experimenting with PS initiatives in the Member States involved.

The present document is an outcome of the RaCIP Project aimed at drafting guidelines on Private Sponsorship Schemes (PS) and refugee's integration through community-based support to provide information for training and other activities in the project. The goals of this paper are to study the community-based sponsorship scheme carried out by the *Plataforma de Apoio aos Refugiados* (PAR) and to perform a comparative analysis between PAR's activities, other good practices, and European PS (or similar) experiences. The analysis has a strong organisational focus (establishment, governance model, and main features), and looks at some limitations and challenges.

Methodologically, the paper is based on the Lessons Learned Framework (LLF), which is a framework for interorganisational learning. As stated by Weber et al (2001: 17), a lesson learned is

“a knowledge or understanding gained by experience. The experience may be positive, as in a successful test or mission, or negative, as in a mishap or failure. Successes are also considered sources of lessons learned. A lesson must be significant in that it has a real or assumed impact on operations valid in that it is factually and technically correct; and applicable in that it identifies a specific design, process, or decision that reduces or eliminates the potential for failures and mishaps or reinforces a positive result”.

Lessons learned consist of knowledge and experience derived from either direct or indirect observation through the study of relevant operations and validated through some widely recognized and accepted process. It supports the organizational processes, and allows the collecting, storing, disseminating, and reusing of experiential working

knowledge. Identifying lessons from experience is the result of reviewing, analysing, and generalising processes (Milton, 2010).

The analysis is based on desk research. The key sources of information are scientific literature, reports, and selected strategic documents provided by PAR. It includes information gathered from a focus group conducted by members of the technical secretariat of PAR. It also counted on the contributions of 9 project partners that selected 27 good practices on community-based integration and Private Sponsorship using a specific template (Annex 2).

The paper is structured as follows: Section 1 provides an overview of integration and private sponsorship definitions and dimensions. Section 2 examines PAR's establishment, practices, and features. Specific attention is given to challenges, limitations, and insights into the future. Section 3 highlights and takes a closer look at the collection of the 27 good practices on community-based integration and Private Sponsorship (or similar) selected by the RaCIP Partners. Section 4 examines the lessons learned and concludes by pointing out some principles, tensions and aspects considered of relevance for the understanding and replication of PAR's model or another private initiative's model.

1. Integration and Private Sponsorship

Integration and community-based integration

The migratory flows forced or voluntary, internal, or international, are, all over the world, one of the main forces of social transformation. The arrival of new populations seeking refuge and better living conditions generates accelerating and demanding economic, legal, political, and cultural processes. Responding to these processes requires inter-institutional and social commitment, but also requires a wide-range vision of integration.

Although there are many definitions of integration, the concept is rooted in a two-way process of mutual adaptation between migrants and host societies in which “foreigners” are incorporated into new social, economic, cultural, and political frameworks in their new homes. As stated by Bucken-Knapp et al, “integration is a longitudinal process with evolving relations between refugees/migrants, relevant contexts, specific practices of organizing, and the people involved. These relationships are characterized by mutuality

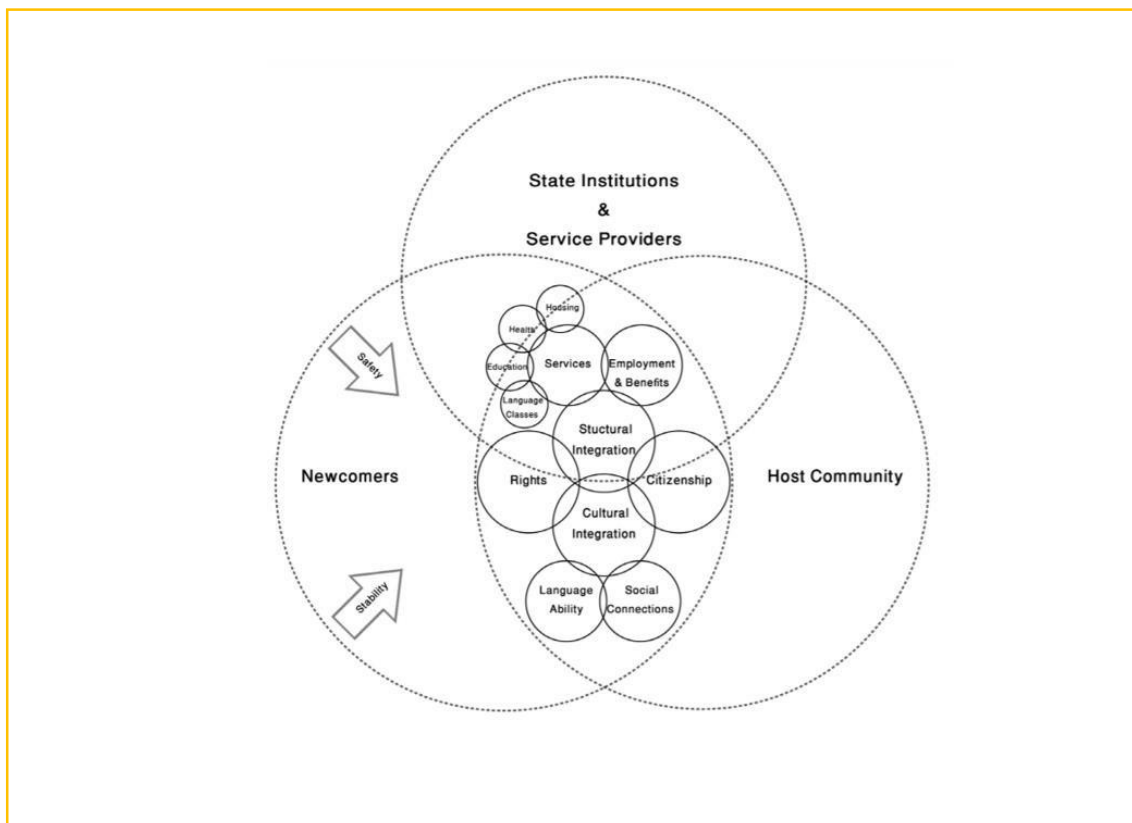
and continuity, but also by struggles and the individual migrant's own agency" (2020:6). According to Pires the term integration is defined by, at a micro level, the way in which the actors are incorporated into a common social space (1999:9). Social integration thus refers to "modes of incorporation of individual actors into new interaction frameworks" because of episodes of social change and dislocation" which "de-localise" forms of action and participation and require a "reparameterisation". This reparameterisation may be supported by the intervention and strategic action of macro actors who can translate the "problems of social integration of the various micro actors into a collective problem through procedures of delegation and representation" (1999:35). Due to this disruption and "reparameterisation", it is the host society's responsibility to create conditions to enable integration and, in this way, allow newcomers to navigate their way through a new social context.

It is possible to distinguish between a range of potential types of integration, that include civic, cultural, economic, housing labour market, legal, linguistic, social, and subjective belongings (Valenta & Bunar 2010). Integration may take place at different paces in the spheres of social, political, economic, and cultural life. Migrants and refugees may perceive themselves to be integrated in the labour market, but to be excluded or disadvantaged in terms of political membership, cultural capital, or everyday forms of social interaction (Ager and Strang, 2008). Social capital in the form of community networks, organizational memberships, and feelings of security and social trust are central to the integration processes and can be strengthened through local organizational networks. As stated by Noris and Puranen (2019:7), "in many ways, a subjective sense of belonging through national identities, shared social interactions, and informal support network are arguably the ultimate indicators of living in an integrated society".

Most definitions of integration highlight the diversity of actors involved in the process: migrants, governments, institutions, and local communities. The complex, interactive and multi-dimensional process of integration involves host communities – namely Civil Society Organisations (CSOs), newcomers and state institutions. CSOs play a prominent role in this process, both in more structural dimensions (access to health, education, housing, and employment), and in cultural integration: social connections, language and participation in the host community's cultural practices (Ager and Strang, 2008; Bosswick and Heckmann, 2006). Gingritch and Enns (2019:11) suggest that models of integration (namely in sponsorship programmes) are connected with "mutually transformative relationships" and should "expand the sites of intervention to include interpersonal change, place change and even system change". Civil Society Organisations are the first to feel these change processes in the community.

Sponsorship schemes are one form of relationship between CSOs/host communities and newcomers. Regarding the integration of refugees and asylum seekers, private sponsorship schemes focus on initiatives that involve a transfer of responsibility from government agencies to private actors and a partnership between the government and civil society that enables more refugees to be resettled, complementing the government's role (Hyndman, Payne & Jimenez, 2017).

Figure 1 The process of integration in community sponsorship



Source: Alraie, Collins, and Rigon (2018)

These schemes can take different configurations, and have shown to strengthen host communities, build powerful bonds between sponsors and newcomers and foster positive attitudes towards refugees. In a UK study comparing community sponsorship and government led resettlement, Alraie, Collins, and Rigon (2018) show the interaction between host community and newcomers across a large set of integration dimensions in sponsorship schemes (figure 1). The positioning of the host community represents the potential of its integration processes' support role. However, this role varies according to the stages of integration and the conditions of transfers from the state to civil society

organisations. It might also depend on the willingness of the front-line workers of NGOs or of councils to involve host communities. The authors conclude that Community Sponsorship “is an adaptable, human response which facilitates the multidimensional process of integration” (2018:19). Nevertheless, as detailed in the following section, there are limits.

Refugee Private Sponsorship Initiatives In and Out of Europe

Over the past few years, the expression ‘private sponsorship’, often used interchangeably with ‘community sponsorship’ and ‘community-based sponsorship’, has gradually come into use, including Europe. The term refers to one of the several different admission schemes aiming at facilitating legal and safe pathways for asylum seekers and/or refugees in the European Union (EU).

The definition of ‘private sponsorship’ is not clear. It’s a concept described as a “challenge” (European Resettlement Network+, 2017) and “ill-defined” (European Commission, 2018). This is partially motivated by the fact that it’s a relatively recent experience within Europe. ‘Private sponsorship’ has been developing since 2013, with the increase of migration across the EU and the Middle East. Since then, policies on a EU level have increasingly focused on additional *safe and orderly* entry channels to the EU for people in need of international protection. As a result, a heterogeneous variety of private sponsorship experiences have been developed, the regulation of which varies considerably between countries.

Despite differences in eligibility criteria and sponsors responsibility, status and rights are granted upon arrival of sponsored persons. The presence of public-private partnerships between governments and private actors, is a key element of private sponsorship to facilitate legal and safe entry of asylum seekers and/or refugees in a European country. Therefore, the process of private sponsorship involves private actors, a person, group, or organization, who takes responsibility for providing financial, social and/or emotional support to asylum seekers and/or refugees. Governments on the other hand, facilitate legal admission for asylum seekers and/or refugees without assuming the reception/assistance’s burdens.

In European countries, attempts to typify private sponsorship schemes include four main categories, as follows.

Figure 2. Private sponsorship schemes

Family Reunification	Humanitarian Corridors
Community-based sponsorships	Ad-hoc schemes for specific religious groups

European Commission, 2018

Family reunification schemes are based on family ties with the country of destination for people in need of international protection (Costello, Groenendijk & Storgaard, 2017).

Germany and Ireland were among the first countries to have adopted the sponsorship model. It first saw Syrian refugees, who did not meet the family reunification criteria for not being “close family members”, as the beneficiaries of sponsorship.

Within the *humanitarian corridors* model, civil society organizations, mainly religious groups, make contracts with governmental authorities to sponsor people to access the asylum system upon arrival (European Resettlement Network+, 2017; Ricci, 2020; Working Group of the Humanitarian Corridors Project, 2019). This model was given impetus by the invitation made in 2015 by Pope Francis for “every parish, religious community, monastery, sanctuary in Europe, to welcome a family of refugees”.¹ In this context, the first initiative was born, in Italy, to safely transfer people affected by war and conflict seeking refuge in Lebanon, Ethiopia, Jordan and Turkey. Based on the Italian experience, similar programs were subsequently promoted in other countries such as France and Belgium.

Since 2015 it is possible to find *ad-hoc schemes for specific religious groups*. Specifically, programs based on a partnership between religious foundations and governments to sponsor small groups of Christians in need of international protection. Among the first countries in which it is possible to encounter these schemes are various Eastern European countries; the Czech Republic, Slovak Republic, and Poland.

¹ Vatican City, Angelus, 2015, September 6.

In countries such as the United Kingdom and Portugal, *community-based sponsorship schemes* have been introduced to match persons in need of international protection with local and community organisations for arrival support & integration (Barbosa & others, 2021). In these cases, it is therefore not a question of new entries but of local communities' involvement in welcoming refugees who are already in the country. In Portugal, the results of this experiment have opened a discussion on the possibility of opening community sponsorship for asylum seekers and/or refugees coming directly from third countries too.

A review of the state of the art on complementary pathways of asylum seekers and/or refugee admission to the EU suggests limited development on the issue (Marinai, 2020; Van Selm, 2020). On the other hand, a large amount of literature converges in recognizing private sponsorship as a way to ensure legal entry and to allow for a more welcoming environment for refugees. This literature, above all, appears to concern the promotion of a coordinated European approach in private sponsorships and the paths to support its extension (European Commission, 2018; European Resettlement Network+ 2017). In this regard, an assessment of possible options for EU action in the area found that soft measures (training, toolkit, exchange of good practices and guidelines for Member States, study visits, mentoring programs, etc.) and strengthening of funding opportunities for States and civil society organizations are most feasible and have highest added value in the design and implementation of private sponsorship programs, where legislative action carries certain risks and is considered less feasible (European Commission, 2018). Such measures were seen to have the potential to empower member states launching new programs by disseminating good practices. However civil society organizations warn of the multiplication of potentially similar initiatives and challenging workloads.

Looking beyond Europe, Canada represents a case of interest for the launch of private sponsorship initiatives since the 1970s. After the first initiatives concerning the humanitarian crisis in Indochina, the country has implemented several refugee private sponsorship programs, both, in favour of particular national groups (in case of Afghans, Iraqis, and, more recently, Syrians), and through a system of quotas made available for this type of intervention (Kaida, Hou, & Stick, 2020; Reynolds & Clark-Kazak, 2019). Because of Canada's long history of private sponsorship, several countries now look at it as a complementary approach for refugee protection.

A large part of the scientific literature focuses on the Canadian experience of refugee private sponsorship. In some cases, it describes private sponsorship programs not just as a way for the government to attract additional financial support for its obligations in

the area of resettlement, but also as a tool for individuals to become active subjects on the implementation of international obligations in the refugee and human rights protection context (Krivenko, 2012). By making their opinions significant and actions effective, individuals are able to counter nation state sovereignty. Some studies emphasize the pros and cons of public-private cooperation in refugee resettlement (Lenard, 2016). On the one hand, private sponsorship permits the resettlement of a greater number of refugees in answer to the alleged lack of resources in settlement countries by sharing costs between governments and private citizens. On the other hand, such programs require oversight. In fact, although such programs secure the independence and autonomy of newcomers with respect to sponsorship groups, they sometimes turn out to be culturally inappropriate and paternalistic, generating resentment in refugees. More critical studies also warn that private sponsorship could lead to a political project of privatizing immigrant welfare, localizing consciousness, and depoliticising the experiences of refugees that encounter the same forms of deskilling and downward mobility as racialised migrants (Ritchie, 2018).

2. PAR – Refugee Support Platform’s example

The Refugee Support Platform (PAR) is a network composed of several civil society organizations whose mission is to contribute to the integration of refugees coming into Portugal seeking a safe place to live. The integration model which PAR promotes relies on civil society organizations and respective communities to facilitate the integration processes of refugees that willingly decide to come to Portugal. PAR’s goal is to promote a culture of welcoming support for asylum seekers within Portuguese society. Its main activity consists in a nationwide hosting program directed to the reception and integration of refugee children and their families in Portugal with the support of local communities and institutions (municipalities, non-profit associations, religious institutions, schools, etc.). The program covers 17 of the 20 Portuguese districts/regions. It has been formally recognised by the Portuguese Government through a cooperation protocol and it’s a member of the Working Group of the Migration Agenda (Barbosa and others, 2021).

This model requires that during a period of eighteen months, for each family of refugees arriving in Portugal there will be a Host Institution (HI) responsible for accommodation, food and clothing, access to healthcare, education, labour market, and language learning. Each Host Institution develops an independent network of volunteers from local communities, following a personalised community-based approach (Barbosa and others, 2021). PAR also includes an Executive Commission (comprised by representatives of

entities such as Civil Society Organisations (CSOs), universities, schools, charities, religious institutions...), a coordinator institution (currently JRS), and a Technical Secretariat (JRS) which is responsible for providing assistance and technical support to the host institutions. About 40% of the refugees who arrived in Portugal between 2015 and 2019 were hosted by PAR (PAR 2019).

PAR's establishment: urgency, charisma, and experience

PAR emerged in 2015 as a response to the “refugee crisis”, by virtue of the efforts of Padre António Vieira Institute in mobilizing Portuguese civil society to help refugees in times of need. Two important events were at the origins of the initiative. The previously mentioned 2015 Pope Francis’ invitation for “every parish, religious community, monastery, sanctuary in Europe, to welcome a refugee family”. And the public reaction to the publication of Aylan Kurdi’s photo, the lifeless body of the 3-year-old Kurdish boy who drowned in the Mediterranean Sea along with his mother and brother on the 2nd of September 2015. The global diffusion of these images has already been credited for changing the debate on immigration and sparking a global social movement to address the refugee crisis (Vis & Goriunova, 2015). Portugal was no exception. The Institute’s director, Rui Marques, previously in charge of the Migration’s commissariat, with a long history of social activism and a strong interest in integrated governing models, informally launched PAR. In his own words, from a

“Conscience that we could not keep being indifferent, by only depositing responsibility on States to come up with humanitarian responses to catastrophe, especially when State’s inaction and a lack of political will to organize refugees’ human hosting was already foreseen. The willingness wasn’t caused by an image or a declaration, but it was a growing sensation that, even for a minute, we could no longer ignore. An action was needed” (Impulso Positivo, 2015: 22).

Initially there were about 30 migrant integration experienced organizations (PAR, 2016, p. 5). After PAR was founded another 260 organizations (associations, companies, municipalities, schools, universities, etc.) have asked to join, becoming members of PAR. An important aspect to be mentioned is the role the media has played in supporting the cause (three of the main tv channels in Portugal and major communication groups) (Ibid.). Relevant Portuguese social actors such as the Portuguese Episcopal Conference

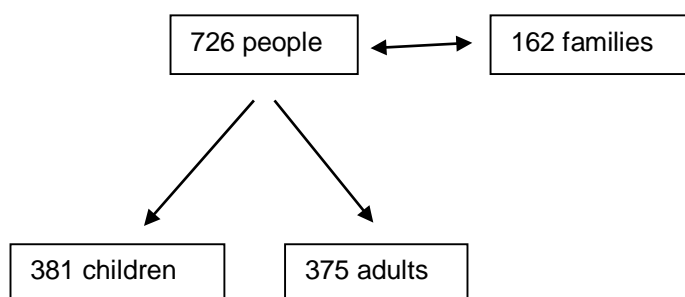
and the Portuguese Islamic Community, which have joined PAR, have helped the network gaining legitimacy and raising concrete support for PAR's activities (Ibid.).

PAR does not have an autonomous legal personality which is a key aspect of its interorganizational network model based on cooperation (PAR, 2019, p. 7). Management, bureaucracy, competencies, roles are assumed by the coordinator institution and the technical secretariat by JRS. Padre António Vieira's Institute had a very important role coordinating PAR's first tasks, with most of the initial Executive Commission meetings (nine meetings in total from October 2015 to July 2016) taking place in the institute headquarters (Ibid., pp. 6-7). Currently, the network is coordinated by JRS, the second coordinator institution since its creation.

The main functions of the technical Secretariat is to mediate relations between PAR host institutions and Public Administration bodies responsible for reception, namely the Foreigners and Borders Service (SEF) and the Migration High Commission (ACM), to carry out analysis and diagnosis of the offers made by host institutions, to conduct diagnostic interviews with beneficiary families and to define criteria by which beneficiary families get distributed among host institutions, as well as to provide HI with training, bureaucratic and legal support. In addition, it also creates and distributes supporting materials for host institutions, provides monitoring and technical support, along with developing monitoring and evaluation means.

At the time of the 2019 report, PAR had already been responsible for welcoming 162 families, around 750 people in total, from which more than half were children (PAR, 2019, p. 4). The following diagram shows the precise numbers of welcomed refugees (the values are from 2015 until 31st December 2019)

Figure 3. Welcomed refugees



PAR has three different intervention axes: PAR families, PAR awareness and PAR front line. Most of this report is related to PAR families, which is the project responsible for the integration of refugees in Portuguese social context. The program has also been present as representative of civil society's organization in the official mission of the Portuguese state, selecting and transferring refugees from Turkey and Egypt to Portugal under the reinstallation Program 2018-2019 as well as performing as an observer and carrying out Q&A sessions regarding its hosting program.

PAR awareness, as the name indicates, is a program that pursues to increase civil society's awareness on topics regarding refugees, in order to deconstruct negative stereotypes and to increase public participation, for the purpose of facilitating integration processes in Portugal. Finally, there is the PAR Front-line program which coordinates aid in refugees' camps. The program led a fundraising campaign for JRS Lebanon during its first stage. While on its second stage, which lasted for two and half years up to 2018, it mobilized 120 volunteers firstly to a Caritas hotel in Lesbos and later to the Kare Tepe and Athens' camps, before getting suspended due to lack of resources

PAR Front line was created as a response to the two eminent issues at the time. First of all, relocated families were not arriving to Portugal and second, there was misleading information being provided by the local authorities of the arrival countries regarding both families, and the Portuguese context, which was causing mismatches between families and institutions, as well as, disproportionate families' expectations. This line of action was created in line with authorities and bodies in charge, as well as, local and international organizations to support the Relocation Program, thus contributing to its streamline and better functioning. PAR Front line took place in Lesbos and Athens and was aimed at on-site building of institutional relations and contacts prior to the arrival of refugees to Portugal. It was managed by volunteers (individuals and business) via private donations.

Governance

The network has strategically decided to not have a legal personality; juridical responsibilities are instead assumed by the coordinating entity, acting as a clear indicator of the network's strong bonds of trust (pre-existent and new). This inter-institutional trust has further allowed for the centralization of government funds, which are now managed

by a coordinating institution (originally, they were allocated to each institution separately). Thus, the network can pressure the state and manage resources more effectively, allocating them where they are needed the most. For example, the network has been able to successfully influence the SEF to shorten regularization waiting periods regarding the processes of refugee status' concession. These processes, which in the past could take up to 24 months, have now been reduced due to contingency plans and a change of procedures, which were learned from the network's experiences.

Every year, PAR's coordinating Institution is elected in a general meeting composed of all partners in the network (PAR,2016, p. 6) which is then responsible for the appointment of the Executive Commission. The Coordination and the Executive Commission are responsible for the management of all PAR's projects (PAR, 2019, p. 7). In the latest report (2019) the Executive Commission was composed of sixteen partners - with two new partners joining that year (Ibid., p. 8). To reflect the decentralised nature of the network, Executive Commission meetings are held iteratively between the respective Commission members headquarters (Ibid., p. 9). New members can join through (a) a formal invitation made by the Executive Commission - based upon the recognition of impact made in refugee integration matters by said institution or (b) a deliberate application.

The network comprises of a diverse range of profiles; partners and institutions, individual and collectives, religious and non-religious entities, hosts and no hosts, public or private schools and municipalities - and thus can very much described as a "civil society's mosaic". The platform's name guarantees a certain neutrality - ensuring there is no association with predominant profiles, such as political or religious. Working as a network also ensures a higher level of power when pressuring and negotiation with the State. The institutions share a common mission and interest to participate in hosting and integration - in addition to a set of common values which focus on promoting proximity and community feelings, distinguishing it from the state's line of work.

Support-offering structures created by the network are of an informal character and have longer integration periods, thus supporting refugees longer than official programs.

JRS has assumed the network's technical secretariat entailing the following responsibilities: to mediate relations between PAR's host institutions and Public Administration services (for example, the High Commissioner for Refugees), to analyse PAR's host institutions capacity, to trace refugees' profiles from the information collected during the interviews lead by ACM in order to define the criteria for the distribution of the refugees across host institutions (JRS Portugal, 2017, p. 1). PAR coordinates the support given by host institutions to refugees during the initial phase of the integration process,

which lasts for 18 months, mostly in terms of financial support and housing, which is mainly funded by ACM, SEF and the European Commission (Neves, 2020). The next step(s) in the integration process addresses the autonomy process. In this stage the refugees should be able (in theory) to find a job thus allowing them to become economically independent (Ibid.). PAR's coordinator admits there are improvements to be made in this stage (Neves, 2020). This topic will be discussed further later. Each host institution is responsible for the refugees' integration (as opposed to the network). The following points describe in further detail the host institution's responsibilities (PAR, 2019, pp. 13-14):

- To provide adequate housing for each family during the 18 months period.
- To give each family 150€ per person to cover basic expenses.
- To provide Portuguese classes either through the institution or external services.
- To support refugees accessing public health care services and registering in the SNS (Portuguese national health care service).
- To support minors accessing the respective level (preschool and above) of formal public education and monitoring students' integration in schools' communities.
- To support inclusion in the job market with actions such as: elaborating CVs in Portuguese, registering at the unemployment centre and connecting refugees with the institutions which certificate foreigner diplomas and professional qualifications.
- To assist refugees registering with the social welfare system and requesting social support.
- To encourage families' autonomy through the whole process.

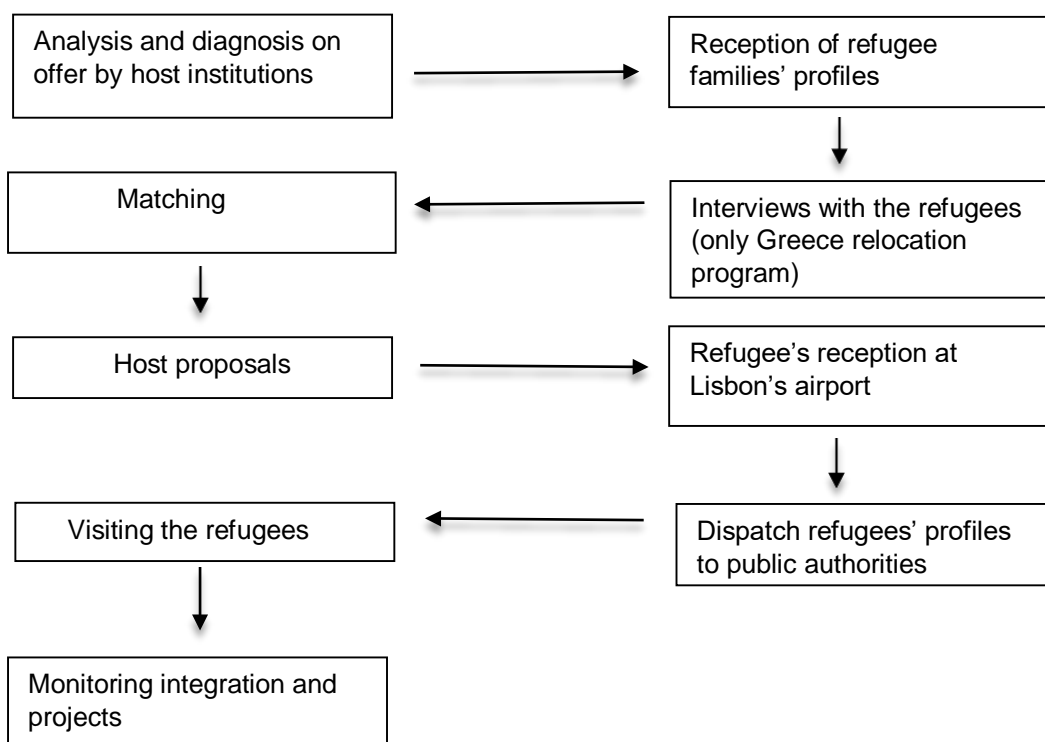
JRS also provides PAR's host institutions with good practices' guidelines, technical support, and monitors integration processes (JRS Portugal, 2017, p. 1). Additionally, PAR also offers training sessions to its members regarding the diverse aspects of refugee integration taking place across a multitude of different locations to once again, reinforce the decentralized nature of the network.

The institutions are much respected within the network and there are very clear rules concerning the relationships with the families. As an example, families cannot change institutions within the network, the same way they cannot change countries within the European space. This is to avoid competition and conflict among institutions, as well as to maximize the number of families the network can support at the same time. If conflict sparks and becomes unsurpassable (an arguably rare occurrence), the family is moved

from the network into governmental programs. It is the technical secretariat's role to support families and organizations closely and to mediate in case of conflict, breaches, or abuses from any parties. The network's priority is to ensure that, even when there is conflict, families always have access to the autonomy tools available.

The following diagram shows how the PAR Technical Secretariat (coordinated by JRS) operates.

Figure 4. PAR Technical Secretariat operations



Source: JRS Report 2015/2017

It is also important to mention that PAR's members include host institutions and other non-hosting partners. The network has a wide variety of partners and has recently expanded to include a network of refugee grassroots associations, thus including for the first time the beneficiaries themselves. The 2019 report identified a total of 94 host institutions constituting PAR - with its members contributing a variety of resources to the network (PAR, 2019, p. 14).

PAR can be described as having a collaborative governance model if we consider the definition presented by Ansell and Gash (2007, p. 545) which defines collaborative governance as "a type of governance in which public and private actors work collectively

in distinctive ways, using particular processes, to establish laws and rules for the provision of public goods". The term governance is appropriated as it encompasses aspects such as planning, policy making and management. Collaborative is also adequate since it is associated with deliberative and consensus-oriented processes (contrasting with terms such as participatory which has a large spectrum of meanings, including contexts of managerialism) (Ibid., p. 548). One of PAR's strong points is that the coordinator is not just elected but is also a member of one of the network's organizations. As pointed out by Ansel and Gash (2007, p. 555) collaborative governance models are more likely to succeed with a good "organic" leader (meaning that the leader is someone who emerges from the stakeholder community) that commands trust and is respected by the partners. Bringing legitimacy is also relevant to the success of collaborative governance models. PAR is a network that has been founded from a civil society initiative with over 300 organizations (PAR, 2019, p. 3). Some have been invited by the network founders to join PAR, whilst others have joined through their own initiative. This broad-base inclusion is in part a reflection of the open and collaborative spirit of the network (since it is based on collaborative governance) (Ansel and Gash, 2007, p. 556). But for the network to have legitimacy in the eyes of the partners is not enough. Two other criteria are also important to consider in regards to the collaborative governance model: the stakeholders' opportunity to have a voice in decision making and decisions being made through a consensus (Ansel and Gash, 2007, p. 556).

Consensus is not always possible especially in a network as big as PAR Ansel and Gash (2007, p. 547) argue consensus should be the aim of negotiation processes even in cases in which a consensus is improbable to achieve. PAR uses the aforementioned Executive Commission to manage the different projects at hand which facilitates some aspects of decision-making regarding PAR's day-to-day activities. The coordinator institution is elected every year. With this mechanism in place it is possible to give partners a "fair hearing" which is essential to the development and consolidation of legitimacy in a collaborative governance (Ibid., p. 557). Although the aforementioned ideas do not exhaust all possible aspects influencing legitimacy perceptions, they are indeed points which PAR has considered when creating their functioning mechanisms.

The next topic is particularly relevant considering the economic crisis provoked by the Covid-19 pandemic. Since nation-states have limited budgets, private partnerships like PAR can be a way to continue refugees' support (or even to increase hosts' capacity) as the costs regarding integration process can be split between host countries' public and private entities (Lenard, 2016, p. 301).

However, despite a proportion of costs being placed upon private programs (such as PAR), the state will still have an important role to play in integration - particularly in regard to public services. And whilst these services may be readily available to refugees, newcomers may be challenged by the bureaucratic procedures involved in accessing said services. In the case of the Canadian refugee assistance program, Blended-Visa Office Referred (a program created to facilitate articulation between private and public authorities in the refugee integration process), the citizens who joined the program played an important role in creating the connection between refugees and the different public services (Ibid., p. 304). PAR is an example of a private partnership which helps to bridge the gap between the host state and the refugees by helping newcomers access public services and pointing out obstacles and challenges that refugees face in Portugal to different public bodies (PAR, 2019, p. 10).

Communication, training, and capacity building

Communication and public presence are some of the network's most fundamental actions. Since the beginning of PAR, communication has been considered strategic, and the network continuously positions itself as a public voice, with a social network presence and within relevant national and local media channels. The first Coordinator institution has established itself strongly within this area, which the network capitalised on. The fading of public commotion which was sprung by the e 2015 great crisis, and the change of Coordinating institution has affected communication strategies greatly - thus new communication strategies must be explored.

Continuous training is also an important pillar for the network. During the network's initial stages, a group of academic lecturers were invited to elaborate a training program, directed towards volunteers and technicians, which was of a more academic and sensibilizing nature. The program has since then developed into a more technical, operative and experience sharing medium with sessions happening on a more regular basis. The practices and experiences sharing dimension is considered highly relevant, not just to the development of hosting quality, but also in the consolidation of bonds within the network. As there is no direct funding allocated to training, PAR leverages sporadic and sectoral funds - namely, through European projects. Apart from organized group training and guidance sessions, the technical secretariat also provides informal and continuous training and guidance to both host institutions and families (PAR, 2019).

Examples of training offered in 2019 (PAR, 2019):

- “Reinstallation Program Workshop”, organized by ACM and ACNUR
- “Case management strategies for setting professional boundaries, managing client expectations and self-care” training, organized by EURITA and IRC – International Rescue Committee
- Interpreter training, organized by JRS Portugal (Mental Health team working with CML-CATR’s project)

Challenges and limitations

PAR’s model faces several ongoing challenges and limitations. From an organizational standpoint, PAR faces pressure from partners to standardise procedures and to address questions surrounding particular challenges the state is facing (e.g. regarding housing and mental health). From a capacity perspective, PAR must continue the development of an ever more community-based model.

Limitations mainly concern resources and funding; the widening of families’ dependence periods; adapting to a new leadership style; bureaucratic barriers; lack of specialized answers; Hosting institutions and partners expectations and management; maintenance of relations with the public’s media agenda.

Diversity management and pressure for practices’ consistency

The network is constituted by partners from a variety of contexts and strives to have similar initiatives and procedures, as well as uniform guidelines across institutions. This avoids competition between institutions and inequalities in the integration process.

Although the autonomy of each host institution is respected, there is an awareness that variations in the level of support granted can arouse negative reactions among the target population, even between hosted families.

All institutions must bear this in mind when independently managing cases using their own expertise, local partnership, and PAR’s support

Although there is no single model, we have outlined a set of guidelines. Some examples include encouraging the autonomy of families, abstaining from paternalistic approaches, , and avoiding the replacement of institutions during families’ integration process.

Building successful autonomy processes will be difficult for organizations with a 'saviour's spirit' that ends up creating obstacles and dependent relationships. Collaboration between institutions allows for the overlapping or multiplication of support given to families. PAR believes that hosting should always have a strong institutional component due to its very demanding nature which causes high levels of exhaustion to those involved.

Recently, the network incorporated a partner representing hosted refugees, the Forúm Refúgio, a group of refugees' associations. It has been well received by the partners but is still consolidating its participation experience. Forúm Refúgio brings very distinct integration experiences from those who are currently being hosted. Those experiences occurred in different countries and contexts and thus vary greatly from those of the refugees currently being host. This diversity of profiles has been relevant and empowering for the other partners.

Networks can be built based on interdependence - combining skills and resources to achieve goals which partners could not achieve on their own; or, as pointed out by Qvist (2017, p. 502), network engagement can also be based on shared values or conceptions of identity. This is the case of the PAR network, where members share experiences and good practices between them. This seems something positive and in many situations it is. However, there is also a potentially negative effect.

As a side effect of the exchange of experiences and good practices between partners, which is then applied to problem solving in each of the organizational contexts homogenization of practices or isomorphism can occur (Qvist, 2017, p. 502). Since each case has its specificities, non-standardized but tailored solutions can be an effective way to address each situation. A high degree of practices' homogenization between partners may contribute to a reduction of available solutions. It is noteworthy to point out that the issue described above is unlikely to affect PAR since member institutions have different areas of action within the network.

This last point can happen not only with PAR but to all programs (public or private) dealing with refugees' integration processes. Integration often has different meanings to different people, with cultural differences being a determinant factor in the existence of distinct perceptions of integration between refugees and their hosts. In other words, the refugees might have notions of integration that are incompatible with the perceptions or ideals of their hosts. Citing an example presented by Lenard (2016, p. 307) "newcomers may arrive with a sense of what kind of job they find respectable, and private sponsorship groups may pressure newcomers to take any job, just as a way to break into the labour market. This is exacerbated in cases where newcomers are high-skilled, and resist to

take menial jobs". Situations of incompatibility can manifest in many dimensions of the integration process not just regarding work. The interviews PAR performs to make matches can be an effective way to address this question. However, unfortunately, as mentioned above, the interviews are not always possible.

Resources and funding

Private sponsorship is dependent on the public's perception of relevance and urgency regarding the problems of refugees.

Integration cycles are turning out longer than foreseen, leaving host institutions with yet non-autonomous families (especially in regard to housing), reducing hosting renovation capacity, and causing a financial and emotional burden on host institutions. At this moment, the most problematic aspect is the little renovation capacity due to dependence periods being longer than initially expected. There are many families squatting in houses which were originally designed solely for the first stage of hosting as they lack local alternatives. Even when families are not autonomous at the end of the program's 18 months period, host institutions lose formal funding to continue supporting the family. At the end of the formal support period refugees have the same rights as vulnerable Portuguese citizens but with less capacity to establish connections and to apply for social public support, resulting in a limbo kind of situation. At the same time, the essential functioning aspects of the network, e.g. continued training and support performed by the technical secretariat, have no source of funding, which demands creativity and intensive search for funding, for example from European cyclic and limited duration projects.

A lack of funds causes problems in the model. In some cases, the host institutions do not have the necessary resources to fulfil applications, which can happen for a variety of reasons such as: loss of support from the communities; resources being shifted to other projects which institutions have at hand; or changes in staff, to mention but a few (Ibid., p. 10). In the JRS methodology diagram, the third step is the conduction of interviews with refugees in the countries in which they first arrived, which was only possible in Greece and conducted by JRS. The interviews were mainly conducted by ACM who later shared the information with JRS.

In this part of the process, the refugees are asked to provide several details, such as family members, work experience, life project expectancies, or any health issues they might have. With this type of profiling JRS can find a host institution that meets the specific requirements for each case. Since the cost of staff travelling for the purpose of the interviews is funded by the network's secretariat, this becomes a heavy burden on

already tight budgets. However, without this profiling step mismatching cases can happen, allocating refugees to unsuitable host institutions which are unable to answer to their specific needs (Ibid., pp. 3-4). The JRS report (JRS Portugal, 2017, pp.3) claims that the information provided by local authorities was incomplete or mostly incorrect, therefore, there was a need to carry out the interviews directly with the refugees. Another possible obstacle in this integration model is that PAR does not have a “monopoly” on the process. Public services are key to the process, so when services are slow the integration process becomes harder. This difficulty was pointed out by PAR’s coordinator in the 2020 interview cited above (Neves, 2020).

Another aspect that can be problematic is the standard 18-month duration of the hosting program. Considering that not all refugees are alike, a “one size fits all” policy has a high probability of causing inequalities. For example, in Korac’s comparative study (2003, p. 57) it was shown that younger and/or better educated refugees in the Netherlands and Italy were better able to establish connections (‘bridges’) with host societies (in the Dutch context). However, it is important to mention that PAR is very aware of this limitation, pointing out a lack of funding from the EU and different integration models between host institutions (not just the institutions that are part of PAR) thus possibly generating discrepancies in refugees’ treatment (PAR, 2019, p. 13). The pandemic has had very negative effects on families’ integration processes as families have not had the structural capacity to achieve economic autonomy during the past year.

Constructing specific answers where the State is most fragile

The profile of families coming into Portugal has shown an increasing level of vulnerability. During the first stage, under the reinstallation program 2018-2019, hosted families were mostly from Iran and Syria, having gone through the asylum process for several years in Turkey and Egypt, implying new challenges with regards to expectations. Presently, the most common profile springs from the dynamics of reinstallation. The majority of families are hosted through the reinstallation program; however, some families are also being hosted by the organizations involved in the series of rescues made by humanitarian boats in the Mediterranean Sea. These are mostly smaller and younger families coming from African countries, “most of these families have been through traumatic violent experiences in their journeys, including torture, situations of abuse, forced labour, rape and forced prostitution” (PAR, 2019:22).

Thus, mental health, psychosocial support and interpreters to those appointments are the most needed aid for vulnerable groups, a generally neglected area by the Portuguese

state. Health inequalities remain a national problem, with dental and mental health being the most neglected. It is worth noting that mental health is an increasing problem in isolated areas of Portugal as the distribution of mental health specialists does not meet the general population or refugee's needs (Simões et al, 2017).

Host institutions have, therefore, heightened difficulties finding adequate support. There is a shortage of health services, but also difficulties in integrating mental health specialized staff into the host institutions; finding psychologists experienced in trauma; and locating adequate interpreters (since most of the translation services are performed by refugees). A bursary is now being created specifically to train interpreters and psychologists. The strategy commonly applied to better manage the most problematic cases is to allocate the families to JRS due to its expertise and initial stronger access to resources, allowing for better and more specialized integration support.

Motivation and media agenda maintenance

The first leader's charisma and a public opinion momentum leading to a massive citizens' collective mobilization and action were special conditions which could hardly be replicated in time. Five years later, who is still active and in the network? Mostly, individuals that have mention of hosting within their constitutional values. The gradual loss of non-hosting partners has led to their numbers being halved since 2015.

A change in leadership has started a process of readaptation. The network has been attempting to reinforce public communication, encouraging donations and involvement, (both of which have reduced in recent years. The network considers communication to be absolutely strategic and has thus invested in this area, making sure that it has a permanent public voice with presence on social networks and on the most relevant national and local media channels. An intensified presence on social networks aiming at creating awareness, educating, and mobilizing for action has been showing positive effects (with concrete results after each call, especially with material donations). However, this is still not enough to produce initial volunteerism.

Even within the network, the managing state's bureaucratic relations have caused wear: many institutions have prepared hosting structures for refugees that never arrived. Combined with the confrontational realities of hosting, where expectations are not always met, maintenance and expansion is difficult. Romanticized initial visions did not account for shortages of structural opportunities inherent to hosting and integration processes, for example with regards to jobs. Families' profiles are often composed of multiple problematics: unattainable expectations and time consuming processes such as

language learning and achieving autonomy. Volunteers who display condescending views find it harder to manage frustrations connected with hosting processes and family demands, thus developing feelings of incomprehension. Due to consolidation of experience and the invaluable gain of the network's knowledge, the situation has been evolving.

Future and replicability

The network positions itself in a continuous redefinition process, in a permanent questioning of the aspects previously described. The model is considered replicable and it has even inspired some forms of action and collaboration, with governmental institutions taking responsibilities with regards to hosting refugees and migrants. This is not perceived as a competition but rather as sharing good practices. The values of hospitality, tolerance, inclusion and respect for everyone's human rights are shared by all within PAR - this is a very distinctive mark of the institutions that make up the network. A faster and more flexible ability to act in the face of social emergency, which if successful can influence future governmental processes and public policy making, is one of the characteristics of private sponsorship.

Looking at repeatedly consolidated lessons learned during years of collaborative work and hosting experience, some questions and future development aspects stand out:

- Integration processes often last longer than what is covered by public programs, therefore programs should focus on autonomy processes constituted by personalized support and gradual stages rather than specific time frames.
- Hosting must be focussed on the construction of families and individuals' autonomy processes.
- Strategic public communication must be continuous and demands a permanent search for effective and creative models to promote awareness, mobilization, and participation, especially with growing political adversity and in populist contexts.
- The initial arriving period is extremely relevant for hosting and it must come with supplementary efforts from the teams; aid; and models of hosting which might not be individual. Hosting demands planning from all those involved and permanent support.
- Scaling is a relevant aspect of hosting: the model can develop to micro and meso regional networks therefore profiting from heightened proximity and sustainability, with a focus on local rather than national responses.

- The state and Civil Society Organisations (CSOs) have different visions of what integration means. The state tends to conceptualize integration and bureaucratic structures. While civil society organizations tend to perceive integration as local, communitarian and a part of everyday life.
- For the staff in charge of PAR's secretariat, private sponsorship initiatives are complementary, not substitutive, of public policies. The former being as strong as the second. The stronger the states' presence is, the more present communitarian initiatives can be.

3. Other good practices in community-based integration

Methodology and definitions

In this section, we take a closer look at a collection of 27 good practices in community-based integration and private sponsorship (or similar) selected by the RaCIP partners.² The aim was to gather and analyse existing good practices in order to compare and reflect on PAR's model.

For the purpose of this collection, we have defined good practices as examples of innovative, interesting and inspiring practice: "process or methodology that is ethical, fair, and replicable, has shown to work well, succeeds in achieving its objective(s), and can therefore be recommended as a model".³ Good practices must:

- Have a clear definition and description of objectives, activities, participants, stakeholders, and target groups.
- Display consistency between set goals and the activities implemented.
- Demonstrate private sponsorship elements.
- Demonstrate collaboration between different institutions, associations, and organisations.
- Demonstrate outcomes and impacts.

² The PAR Platform was also selected as good practice. As it was analysed in more detail in the previous section, it is not included.

³ Retrieved from Good Practices for Urban Refugees, a platform managed by a team of UNHCR staff working in the Division of Programme Support Management and the Policy Development and Evaluation Service [available here: <http://www.urbangoodpractices.org/>].

- Make the information on outcomes and evaluations available at local, regional, and national levels

It was also important that the practices related in some way to private sponsorship schemes. In other words, they could be developed through civil society, or they involved a transfer of responsibility from government agencies to private actors and a partnership between the government and civil society that enabled more refugees to be resettled, complementing the government's role (Hyndman, Payne & Jimenez, 2017).

The collection displays a variety of inspirational initiatives, which can provide further ideas on how to implement or complement community-based integration actions through private sponsorship schemes, by having refugees and asylum seekers as beneficiaries. It includes 27 good practices identified by partners directly involved in the integration field. All practices can be consulted in Annex 1. They were described and rated using a specific template (Annex 2).

The identified good practices highlight seven major fields of action. They are not exclusive, meaning practices often cover more than one area of action. The practices were organized according to the dominant or most distinctive field of action for analytical purposes:

- Welcoming
- Mental health
- Social networking
- Housing and settlement
- Employment
- Education
- Governance

Below we briefly describe the practices by field of action.

Welcoming

Corridoi Umanitari, Italy, France, Belgium and Andorra

This initiative provided a safe and legal exit from conflict areas for highly vulnerable people, therefore creating an alternative to illegal and dangerous migration routes. Successful implementation of the initiative depends on governments' will power and effective field identification so the most at-risk can be prioritized.

Refugees Welcome Kit, Portugal & Watizat, France

The kit is a guide that is available in several languages and provides a variety of introductory information, making the first steps of integration in Portugal easier. Watizat is a monthly published guide with accessible, accurate and crucial information for the settlement of refugees in France. The guide is published in five languages and disseminated in camps and other locations where migrants can access it.

Mental health

Centre Primo Levi: Free Mental Health Services for All Exiled People, France

The centre offers free mental health counselling for victims of torture and politically exiled people, which is not available through public health services. Positively impacting the lives of 500 people per year, the initiative is of great importance. The possible local shortage of specialized mental health professionals and technical support might present an obstacle to its widespread replicability.

BASE project: Migrant and refugee child-friendly support services in case of sexual and gender-based violence, Bulgaria, Cyprus, Germany, Greece, Italy, Portugal, Slovenia, and the UK

This EU project was created to support GBV victims with specialized technical support. The project aims to bring girls' and women's voices to the centre of discussions and to engage communities in finding strategies for counteracting GBV that are informed by cultural dialogues.

Social networking

Arte Migrante, Cyprus

Arte Migrante is a horizontal and open space creating social bonds and inclusion through the arts. It can be replicated to address specific target groups, including hosts, communities and forced migrants.

The Refugee Twinning Project, Greece & Venner Viser Vej (Friends Show the Way), Denmark

These projects connect refugees and members of the local community, thus creating pathways of social inclusion and local networking that promote entry to the job market. Through nurturing long-lasting relationships, the projects have helped to create a sense

of belonging for refugees, as well as creating an opportunity for members of the local community to learn about refugees and contribute to social cohesion.

Social Café, Cyprus

The Social Café created a safe place for refugees to socialize and become acquainted with local context and culture by offering workshops and activities that strengthened refugees' knowledge, skills, and employability.

INTEGRA, Cyprus, Italy, Greece, Portugal, Spain

The program promotes community integration of minors aging out of care services through a multidisciplinary and multidimensional mentor guidance. The approach creates suitable pathways for each youngster and promotes individual empowerment.

Housing and Settlement

Migrant Information Centre (MIC), Cyprus

The centre and its mobile unit the “Infobus”, which visits semi-urban and rural areas, offer emerging communities access to a variety of services and information, thus covering the gap in public services.

Multiforme, Italy

This project houses people in need in mixed backgrounds communities and supports them with bureaucratic and everyday activities. It helps members to feel integrated in a supportive network, not as migrants or refugees but as people.

Para Todos, Italy

The Para Todos is a synergy of social struggles that positively impacts the lives of the most precarious and vulnerable in a multidimensional spectrum of action. Its broad scope includes disputes, non-violent actions, research, strategies, bureaucratic, legal, and administrative support, workshops, language courses, sports, and cultural activities; the practice strengthens individuals and community empowerment.

Network of private individuals, France & Rifugiato a Casa Mia, Italy

These two initiatives consist of networks of individuals housing refugees. The practices allow refugees to have close contact with local contexts through hosts, promoting integration and autonomy.

Project CURANT & Kologa: Integration through flat sharing, Belgium

These two projects integrate young refugees through flat sharing. CURANT provides multidisciplinary guidance and Kologa offers legal and administrative support. The practices allow young refugees to create social networks and to develop feelings of belonging.

J'accueille - Le Airbnb pour réfugiés, France.

This initiative uses a digital platform to connect refugees and Airbnb hosts with a spare room, promoting cohabiting and enhancing integration.

WeCanHelp, Belgium

A digital platform through which refugees can access goods and services, enabling them to live in dignified conditions, promoting integration, and fighting exclusion.

Employment

Protocol of Understanding, Padua & POU - WORK PROJECT, Cona and Bagnoli - Italy

These two initiatives were aimed at creating pathways to employment. In Padua, jobless refugees at risk of repatriation had access to guidance from mentors, and in Cona and Bagnoli, refugees were profiled and assisted in finding employment, as well as supported in finding better living conditions out of their tents.

Les Cuistots Migrateurs, France

A catering company and pop-up restaurant that provides well paid and stable jobs to an all refugee staff. This practice promotes autonomy and integration, and it replicable in many other contexts.

Education

Project "E-DESIGN, Cyprus

This project offers free digital education, with the aim of narrowing the digital gap and enhancing participants' opportunities to find jobs. The sessions are run by heterogeneous groups promoting integration.

HelpRefugeesWork, Cyprus

This platform is designed to support career pathways and opportunities through work , education, training programs,access to internships, scholarships and other career enhancing tools.

Governance

Intercultural Cities Program & Intercultural Centre for Social Integration -COE, Greece

The program identifies issues and areas of action regarding the integration and settlement of refugees, thus improving the communication between new settlers and local authorities. The centre provides support and raises community awareness of multicultural, multinational and multi religious issues.

Urban Working Group, Greece

The Urban Working Group concerns the coordination of the stakeholders providing services to refugees in the city of Ioannina. The group aims to identify issues and to maximize the resources available.

Overview

The good practices identified by the partners reflect the multidimensionality of integration and settlement processes and, due to their complexity, their need for multi-layered answers. Looking at the methodologies, strategies, and mechanisms each project has activated, it brings to light the need for top down, as well as bottom up, mobilization, involvement, compromise, and cooperation. Overall, the practices highlight a variety of paths which can be explored, as well as show how creativity, expertise, and research all play an important role in creating integration and settlement strategies and pathways.

Mostly, these practices are concerned with filling the gaps within public services, building intelligible bridges between governments' highly bureaucratic procedures, (un)accessible information, (un)available services and forced migrants. Through the creation of horizontal dialogs, exchanges, and shared social experiences between members of local communities and new settlers, participation and feelings of belonging are fostered, empowering individuals to achieve autonomy and enable them to live in dignified conditions.

These practices are broad in scope. They address several dimensions of integration, display multiple non-exclusive approaches and are, with different levels of constraints, replicable and adaptable to other contexts. Such practices could benefit, if applied and articulated, in networks such as PAR, in which individual organizations' potentials are maximized for the wellbeing of beneficiaries. This is achieved through the expertise of technical professionals all whilst keeping the autonomy of the beneficiaries. At the same time, the innovation these practices bring as a whole offer fresh new alternatives to PAR which can also benefit from incorporating new perspectives and strategies from lessons learned by others.

What stands out the most when looking at these practices is a common understanding of the importance of seeing beyond categories and the need to overcome "usness" and "otherness" barriers which are an obstacle to autonomy, integration and inclusion. When looking at some of the common perspectives and strategies behind the practices, it becomes clear that individual empowerment is underlying throughout heterogenous, engaged, and empowered communities, connected through everyday experiences, solidarity, sharing, and common struggles and achievements. A common effort to shift from "problem" to "solution" as well as the relevance given in hearing all voices in finding malleable strategies informed by continuous cultural and socio-political dialogs, can also be seen.

The multidimensional and multidisciplinary integration methodologies used by some of the practices, with some stretching from specialized technical guidance and support to cohabiting alternatives, reveals opportunities for civil society's engagement through private sponsorship and direct action; using a variety of social, virtual, and physical spaces and platforms. The resources and knowledge mobilized through an articulated network have the potential to promote programs to "act together" with empowerment, rather the condescendence in mind. Thus creating autonomy and social bonds rather than dependent relationships. This said, it can be seen that many of the practice's limits reflect the government's insufficiencies and specific contexts' structural limitations, calling for a better performance from states and highlighting the need for constructive dialogues between public and private initiatives.

4. Lessons learned

What have we learnt about Private Sponsorship and community-based integration that can inspire new initiatives, as well as be applied in training paths of staff, volunteers, and beneficiaries? What are the main features of PAR that offer guidelines and suggestions for improving work in integration? Lessons learned from these practices can be used to support organizational processes, and allow the collecting, storing, disseminating, and reusing of practical knowledge.

Lessons learned and insights from analysing PAR's model (and other good examples) focus on three major dimensions: Image and message; ties; and links and resources (Figure 5).

Figure 5. Lessons learned



1. Appeal and engagement

A sense of urgency is an important catalyst for institutional and individual support and mobilisation, but it is difficult to sustain over extended periods.

PAR was created in a specific moment of public dismay in face of a humanitarian emergency. Timing matters, especially when looking at the long term. This sense of

urgency is an important catalyst for institutional and individual adhesion and mobilization. But it is also a challenge in the long run, since the initiative must survive, strengthen, and maintain its relevance and legitimacy after the urgency disappears from the media's agenda. In these cases, it becomes essential to plan strategies for the maintenance of collective and local mobilization, the creation of public interest and engagement, media agendas and denouncing and debate opportunities. When people and organisations become alert to an issue, and clearly aware that human rights' violations are happening, they connect to it, becoming more likely to engage in action and advocacy.

2. Communication

Communication is key for social relevance, behaviour change and public will.

In the first years of its existence, the platform had very strong media coverage. This was driven by both the importance of the topic in public opinion and by the media experience and social capital of its first leader and the organization he was associated with. The Platform has been seeking to reinforce this dimension after the change of leadership. Effective and regular communication is central to maintain the platform's social relevance, to raise awareness, change behaviours and to develop more meaningful and appropriate practices. But also, to maintain public pressure for the existence and reinforcement of public integration policies. Communication practices and strategies that use both mass communication and interpersonal communication channels are likely to be the most effective. Successful and effective community-based integration should begin with building and maintaining strong linkages with the public. Understanding and influencing public attitudes is an issue that goes far beyond correcting misinformation (Crawley, 2009). As Crawley highlights, "organisations seeking to generate public good-will around asylum will need to develop a long-term view, based on realistic understanding of how change can be brought about, and then persistently and consistently follow that course".

3. Openness and collaboration

Openness and collaborative governance are valuable strategies to inclusion, innovation, and collective intelligence.

The Platform emerges from a set of partners which already had established relationships between them, but later, following an opening strategy, the network incorporated new partners - associations, companies, municipalities, schools, foundations, business

groups, universities, among others. The progressive extension to very different profiles of organizations is demanding in terms of management. Through a collaborative governance model and the cooperation among diverse actors it is possible to leverage complementary assets and capabilities, improve governance and innovate in the face of complex problems. It is a strategic advantage, reinforcing the inclusive character of the platform and broadening its base of resources and support, overcoming barriers of faith, political or social. But this openness may also involve risks, such as the risk of loss of identity or manipulation by dominant organizational actors.

4. Leadership

Leadership is vital for engagement and visibility. However, leadership transitions can leave organisations vulnerable.

At the time of its emergence, the network benefited from the trust capital and the charisma of its first leader. It was this leadership that provided legitimacy and facilitated the network's rapid expansion. His previous experience with immigration public policies, as well as the strength and recognition of his institution of belonging, accelerated recognition and institutionalization processes of expression and communication with the State. This has also created private sponsorship opportunities that must be considered. Characteristics such as the focus on public and clear communication, the encouragement of a culture of co-leadership and establishing proximity and confidence in practices and capabilities, were very important in the initial leadership phase of the Platform. The transition to a new leadership is never an easy process, but it can be especially complex when leaderships are of a more charismatic profile, which Max Weber defined as the "charismatic organisation", as one that exists due to the personal magnetism of the person leading it. Leadership transitions can leave organisations vulnerable to environmental stresses, such as a loss of visibility and funding. Civil Society Organisations should plan and prepare for smooth and thoughtful leadership transitions, for instance, identifying leadership development opportunities for staff and board members to expand their leadership skills.

5. Shared values, adaptative governance and flexibility

Civil society organisations are better able to develop shared identities, and adaptive governance models that balance flexibility and stability.

Civil society organisations can adapt rapidly to dynamic situations and to understand local needs. Due to their bottom-up structure and small-scale operation, CSOs have

greater opportunities for tailoring support to refugee's needs and are better able to influence local social behaviour as well.

These qualities are proving particularly valuable to respond to the changing needs of migrant and refugee populations. Their responses benefit from a special balance between stability and flexibility. Decentralized organisations with more autonomous teams are considered to outperform more hierarchical organizations and seniority and experience play an important role in this balance. PAR was able to create a context for a shared and emotionally grounded identity and mission while developing a shared set of guiding principles for action. At the same time, partners' autonomy is a central value of the work developed within the Platform. Member groups and organisations retain their basic autonomy, with their own identity, mission, and governance. The organization keeps a dynamic balance between autonomy and interdependence, and stability and flexibility. The balance can, however, become increasingly difficult. If flexibility is in excess, boundaries will blur, and the network may dissolve. If stability becomes too rigid, the network becomes unable to adapt.

Funding is also part of the flexibility and stability equation. CSOs significantly rely on unstable sources of funding, hindering the capacity to attain and retain professional staff and activities. Challenges can be particularly found in experimenting activities and staff training across projecting periods, especially once piloting phases end. The lack of funding restricts the ability of CSOs to consolidate, grow and become more sustainable, as well as to innovate and work with autonomy, self-determination, and flexibility. This scarcity of funding may also limit the development of specialised capacities.

6. Capacity building

Capacity building is a key tool to improve practices and to consolidate the network.

Knowledge is key to practitioners working in integration. Regular ongoing training bring together various actors to share knowledge and skills and support the harmonization of the practices. At the same time, it builds social capital among Platform members and allow for the sharing of good practices and the promotion of creative solutions.

Horizontal learning networks and joint capacity development and training events has proven to be one key strategy to keep the Platform relevant to its members. Providing training to local projects' staff and volunteers allows the sharing of experiences and difficulties, the promotion of self-reflection and motivation, and raises awareness of the multiple dimensions of integration. Strategic capabilities, competencies and abilities are

important in the management of tasks but also to learn from experiences and to cope with changes, enhancing the abilities of stakeholders and staff to evaluate and address crucial questions related to integration processes. However, funds and structural supports in the field of education and training are limited and somehow peripheral to the focus of public authorities. The funding of training actions requires a great deal of effort and creativity on the part of the Platform.

7. Diversity of organisations, scopes, and levels of action

The diversity and intersection of organisation profiles, scopes and levels of action foster the dialogue and strengthens the network.

One of the central characteristics of the studied platform is the diversity of organizations profiles. Its broad coverage, described as a sort of “civil society’s mosaic” includes Civil Society Organisations, municipalities, non-profit associations, religious institutions, and schools, among others. It requires a special effort to build and maintain high levels of trust and communication among its members. However, it allows for a multilevel governance based on dialogue which fosters mutual learning and the transfer of promising practices across regions and organisations. It enables the establishment of intersections between realities that would otherwise be isolated and not communicating, at different levels, from local to national. This diversity also allows the multiplication of experiences and perspectives. Diverse values, ideology, religions, sector, etc. can strengthen a network by increasing the breadth of available ideas, stakeholders, and its reaching range. Yet, such diversity can lead to conflict and weak decision-making if the value of kinds of diversity represented in the network is not evident to members and if there is little mutual knowledge or trust.

8. Resources’ maximization

The network structure allows for capacity reinforcement and resources’ maximization.

Effective networks of organizations are vital to achieving successful results when dealing with complex problems. Networks can enhance the power and influence of each of its members in advocating for policies and improving integration conditions and contexts. It can also facilitate the exchange of information and resources, or to develop coordinated delivery systems, maximizing the reach, scale and impacts of their actions. Being a network also ensures a higher level of power when pressuring and negotiating with the state. Networks that are clear about their visions and goals, mobilize available resources

from members and engage donors to provide needed funding through collaborative relationships are more likely to succeed.

They can be a formal institutionalized network or a more informal one. Institutionalization can bring valuable assets to a network. However, the process of institutionalization may change the quality of the network experience for members. The critical issue in network development is to create the type of coordinating process and structure to fit the network in question, its collaborative aims, and its context. Depending on the goals, it can rely on the development of 'sub-structures,' with specific responsibilities. From a more critical perspective, it is necessary to consider that a network structure can also lead to the overburdening of some organisations which have more predominant roles within the network.

References

- Ager, A., & Strang, A. (2008). Understanding integration: A conceptual framework. *Journal of refugee studies*, 21(2), 166-191.
- Alraie, M., Collins, H., & Rigon, A., in partnership with Citizens UK (2018). A Comparison of Community Sponsorship and Government-Led Resettlement of Refugees in the UK: Perspectives from Newcomers and Host Communities. www.ucl.ac.uk/bartlett/development/sites/bartlett/files/comparisonukresettlement_schemes_fullreport.pdf
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>;
- Barbosa, M., Santos, M., Veiga, E., Martins, F., Ribeiro, M. T., and J. Faria (2021). Welcoming refugees in Portugal: preliminary assessment through the voices of refugee families. *International Journal of Inclusive Education*, 25(1): 66-80.
- Bosswick, W. and F. Heckmann (2006). "Integration of Migrants: Contribution of Local and Regional Authorities." European Foundation For the Improvement of Living and Working Conditions. *Ireland: Cities for Local Integration Policy Network*.
- Bucken-Knapp, G., Omanović, V., & Spehar, A. (2020). Introduction: Conceptualizing Migrant and Refugee Integration. In *Institutions and Organizations of Refugee Integration* (pp. 1-23). Palgrave Pivot, Cham.
- Costello, C., K. Groenendijk, and L. H. Storgaard (2017). Realising the right to family reunification of refugees in Europe. Issue paper. Strasbourg, France: Council of Europe Commissioner for Human Rights.
- Crawley, H. (2009). Understanding and changing public attitudes: A review of existing evidence from public information and communication campaigns. <https://www.phf.org.uk/publications/understanding-changing-public-attitudes-review-existing-evidence-public-information-communications-campaigns-executive-summary/>

- ERN+ European Resettlement Network+ (2017). Private sponsorship in Europe: Expanding complementary pathways of admission for persons in need of international protection. Scoping paper.
- European Commission (2018). Study on the feasibility and added value of sponsorship schemes as a possible pathway to safe channels for admission to the EU, including resettlement. Brussels: European Commission.
- Good Gingrich, L., & Enns, T. (2019). A Reflexive View of Refugee Integration and Inclusion: A Case Study of the Mennonite Central Committee and the Private Sponsorship of Refugees Program. *Refuge: Canada's Journal on Refugees/Refuge: revue canadienne sur les réfugiés*, 35(2), 9-23.
- Government of Canada (2017). Learn about the Global Refugee Sponsorship Initiative. Available from: [http:// www.cic.gc.ca/english/about_us/mandate/initiatives/grsi.asp](http://www.cic.gc.ca/english/about_us/mandate/initiatives/grsi.asp).
- Hyndman, J., Payne, W., Jimenez, S. (2017). Private refugee sponsorship in Canada. *Forced Migration Review*. 54, pp.56-59.
- Impulso Positivo (2015, November/December). Entrevista a Rui Marques. "A Europa está em coma", Impulso Positivo. Retrieved from [https://www.fundacaovva.org/xms/files/publicacoes/ revista_IP30_baixa_resolucao.pdf](https://www.fundacaovva.org/xms/files/publicacoes/revista_IP30_baixa_resolucao.pdf)
- JRSPortugal (2017). Secretariado Técnico da PAR, Relatório de execução Física 2 anos (01 Dez. 2015 / 30 Nov. 2017). Available at: <http://www.jrsportugal.pt/plataforma-de-apoio-aos-refugiados/> (Consulted in 25/01/2021);
- Kaida, L., Hou, F., and M. Stick (2020). The long-term economic integration of resettled refugees in Canada: a comparison of Privately Sponsored Refugees and Government-Assisted Refugees. *Journal of Ethnic and Migration Studies*, 46(9): 1687–1708.
- Korac, M. (2003). Integration and how we facilitate it: A comparative study of the settlement experiences of refugees in Italy and the Netherlands. *Sociology*, 37(1), 51–68. <https://doi.org/10.1177/0038038503037001387>;
- Krivenko, E. Y. (2012). Hospitality and Sovereignty: What Can We Learn From the Canadian Private Sponsorship of Refugees Program?. *International Journal of Refugee Law*, 24(3): 579–602.
- Lanphier, M. (2003). Sponsorship: Organisational, Sponsor and Refugee Perspectives. *Journal of International Migration and Integration*. 2, pp. 237-256.
- Lenard, P. T. (2016). Resettling refugees: is private sponsorship a just way forward?. *Journal of Global Ethics*, 12(3): 300–310.
- Marinai, S. (2020). L'Unione europea e i canali di accesso legale per i soggetti bisognosi di protezione internazionale. *Diritto Pubblico*, 26(1): 57–77.
- Milton, N. (2010). *The Lessons Learned Handbook: Practical Approaches to Learning from Experience*. Oxford: Chandos Publishing.
- Neves, C. (2020) 'Plataforma de Apoio aos Refugiados quer acabar com "os obstáculos dos serviços públicos"', *Diário de Notícias* [online]. Available at: <https://www.dn.pt/pais/plataforma-de-apoio-aos-refugiados-quer-acabar-com-os-obstaculos-dos-servicos-publicos-11843546.html>
- Norris, P., Puranen, B. (2019), Migrant Hygge: Feeling at home in a cold climate. https://www.iffs.se/media/22599/wp_hygge.pdf
- PAR (2016). Plataforma de Apoio aos refugiados, Relatório de atividades Set2015 a Dez2016.

- PAR (2019). Plataforma de Apoio aos refugiados, Relatório de atividades Nov2018 - Dez2019.
- Pires, R. P. (1999). Uma teoria dos processos de integração. *Sociologia, Problemas e Práticas*, 30, 9-54.
- Qvist, M. (2017). Meta-governance and network formation in collaborative spaces of uncertainty: The case of Swedish refugee integration policy. *Public Administration*, 95(2), 498–511.
- Reynolds, J., and C. Clark-Kazak (2019). Introduction: Special issue on private sponsorship in Canada. *Refugee*, 35(2): 3–8.
- Ricci, C. (2020). The Necessity for Alternative Legal Pathways: The Best Practice of Humanitarian Corridors Opened by Private Sponsors in Italy. *German Law Journal*, 21: 265–283
- Ritchie, G. (2018). Civil society, the state, and private sponsorship: the political economy of refugee resettlement. *International Journal of Lifelong Education*, 37(6): 663–675.
- Simões, J, Augusto GF, Fronteira I, Hernández-Quevedo C. (2017). Portugal: Health system review. *Health Systems in Transition*; 19(2):1–184.
- Valenta, M., & Bunar, N. (2010). State assisted integration: Refugee integration policies in Scandinavian welfare states: The Swedish and Norwegian experience. *Journal of refugee studies*, 23(4), 463-483.
- Van Selm, J. (2020). Complementary Pathways to Protection: Promoting the Integration and Inclusion of Refugees in Europe?. *Annals of the American Academy of Political and Social Science*, 690(1): 136–152.
- Vis, F., Goriunova, O. (2015). The iconic image on social media: A rapid research response to the death of Aylan Kurdi. Retrieved from <http://visualsocialmedialab.org/projects/the-iconic-image-on-social-media>.
- Weber, R., Aha, D. W., & Becerra-Fernandez, I. (2001). Intelligent lessons learned systems. *Expert systems with applications*, 20(1), 17-34.
- Working Group of the Humanitarian Corridors Project (2019). Humanitarian Corridors: Implementation procedures for their extension on a European scale.

Annexes

Annex 1. List of good practices on Private Sponsorship and community-based integration (or similar) identified by Racip project partners

Name of the initiative/ good practice	1. PAR Familias/ PAR families***
Country/ Location /geographical coverage	Portugal (national level)
Main manager/ promoter	PAR Coordinator: currently, JRS Portugal
Practice short description	Refugee families hosting and integration in local communities, with the direct support of a local organization (a PAR member), development of local formal and informal partnerships and technical permanent support from a specialized NGO (JRS)
Main goals	Integration in society through the integration in local community supported by local entities.
Relation to Private Sponsorship Schemes	This program “PAR Famílias” is a private sponsorship scheme.
URL / Related Web site(s)	http://www.refugiados.pt/home-en/ https://ec.europa.eu/migrant-integration/index.cfm?action=media.download&uuid=577B82A0-B651-1519-44A3F69220B45322

*** This practice is analysed in detail in the paper in which this annex is included.

Name of the initiative/ good practice	2. Venner Viser Vej (Friends Show the Way)
Country/ Location /geographical coverage	Denmark
Main manager/ promoter	The Danish Red Cross and the Danish Refugee Council
Practice short description	Municipalities, language schools and social housing administrators gather volunteers to support the refugees in their life. These “volunteers/friends” help refugees to solve their everyday life problems and through these personalised contacts they find possibilities of professional insertion and participation in community activities.
Main goals	Supporting social integration of refugees.
Relation to Private Sponsorship Schemes	Volunteers acquire a better understanding of refugees and foreign cultures. The organisational partners benefit from being able to delegate some of their work to volunteers - such as tasks revolving around providing information on the local level, and liaising between refugees and local authorities.

URL / Related Web site(s)	https://ec.europa.eu/migrant-integration/intpract/friends-show-the-way-venner-viser-vej https://redcross.eu/projects/friends-show-the-way https://www.diva-portal.org/smash/get/diva2:1442025/FULLTEXT01.pdf
---------------------------	---

Name of the initiative/ good practice	3. Corridoi Umanitari/Humanitarian Corridors
Country/ Location /geographical coverage	Italy, France, Belgium and Andorra
Main manager/ promoter	Comunità Sant'Egidio, Diaconia Valdese, Federazione Chiese Evangeliche
Practice short description	Humanitarian Corridors is a unique partnership set up by religious organizations that provide safe and legal point of entry for refugees and asylum seekers in vulnerable condition. It was launched by religious organizations in 2016 being awarded Europe regional winner for UNHCR's Nansen Refugee Award
Main goals	The main goal is to provide people in high vulnerability conditions with safe pathway to destination countries by offering logistic support and help in resettlement through strong involvement of civil society
Relation to Private Sponsorship Schemes	Humanitarian Corridors represent indeed a good practice of Sponsorship Schemes as it relies on civil society involvement both in terms of actions' implementation and economic sustainability.
URL / Related Web site(s)	https://www.humanitariancorridor.org/en/humanitarian-corridors/

Name of the initiative/ good practice	4. The Refugee Twinning project
Country/ Location /geographical coverage	Greece
Main manager/ promoter	Second Tree
Practice short description	Through this project Second Tree matched refugee families with members of the local community. Together the twinned families participated in three types of activities: work-related (CVworkshops, networking events, legal framework sessions) cultural (museum visits, cooking events), entertainment (dinner, swimming pool, bowling). The project fostered long-lasting relationships that made a positive difference in the lives of the individuals, refugees and locals. For the newcomers, the project was a platform to adjust faster to their new country and minimise their risk of isolation. For Greek citizens, the project was an opportunity to learn about refugees and contribute to create a more welcoming and open minded society. The idea underpinning the entire project is that in order to rebuild refugee's self-reliance and foster their integration they need to be engaged as equals by humanitarian workers and local communities alike. Refugees need to be invested in and treated as present and future citizens,

	rather as outsiders. Taking shape from this idea, this project was fundamental in providing refugees with the tools they need to become active and engaged citizens.
Main goals	The goal of this project was to facilitate refugee integration into Greek culture and society and to prepare them for successful employment in the Greek job-market.
Relation to Private Sponsorship Schemes	The practice is an example of a private sponsorship scheme in that, by matching local Greek citizens with refugees, it informally transferred the responsibility of integration to individuals in the community of Ioannina.
URL / Related Web site(s)	https://secondtree.org/whatwedo/integration/ (Cultural Exchanges section)

Name of the initiative/ good practice	5. Intercultural Center for social integration
Country/ Location /geographical coverage	Greece/ City of Ioannina
Main manager/ promoter	Municipality of Ioannina
Practice short description	Social Integration policy at a local level
Main goals	<ul style="list-style-type: none"> - to welcome inform and support migrants and refugees - to provide administrative and translation services - to help migrants facing their everyday problems - to raise public' awareness on multicultural, multinational and multi religious issues
Relation to Private Sponsorship Schemes	-- [not completed by the partner who identified the practice]
URL / Related Web site(s)	https://www.themayor.eu/en/a/view/ioannina-inaugurates-its-new-intercultural-centre-for-social-integration-6964

Name of the initiative/ good practice	6. “Multiforme” - Community, Work, and sustainability
Country/ Location /geographical coverage	Italy/ district of Verona
Main manager/ promoter	Cooperative “Multiforme”
Practice short description	<p>The Project welcomes asylum seekers assigned by the prefecture in apartments managed by an operator and provides them with support for daily activities and the first reception in Italy. This support begins and is structured as listening to the expectations, dreams and needs of each, thinking and outlining together the best path for their realization. Concrete help and accompaniment are provided for all daily insertion activities, such as learning Italian, looking for a job and the paperwork for obtaining documents.</p> <p>The people hosted are placed as soon as possible (even immediately if possible) in mixed communities where living with other people, with different experiences and needs is an essential part of the reception process.</p>

Main goals	<p>The Project welcomes asylum seekers assigned by the prefecture in apartments managed by an operator and provides them with support for daily activities and the first reception in Italy. This support begins and is structured as listening to the expectations, dreams and needs of each, thinking and outlining together the best path for their realization. Concrete help and accompaniment are provided for all daily insertion activities, such as learning Italian, looking for a job and the paperwork for obtaining documents.</p> <p>The people hosted are placed as soon as possible (even immediately if possible) in mixed communities where living with other people, with different experiences and needs is an essential part of the reception process.</p>
Relation to Private Sponsorship Schemes	<p>This practice: was born entirely out of the will of a group of young people who took charge of vulnerable and severely disadvantaged people, without any encouragement from public institutions;</p> <p>in spite of frequent collaborations with the social services of the municipalities, the reception, help and inclusion paths for vulnerable people are decided, designed and implemented by the leaders of the Cooperative in full autonomy; this makes these pathways extremely flexible and adaptable to each person's needs, and not limited by external legal or bureaucratic constraints;</p> <p>the Cooperative aims at full economic self-sufficiency thanks to the productive activities it is developing, which increases its degree of sustainability and independence.</p>
URL / Related Web site(s)	<p>https://www.coopmultiforme.com/ https://www.sulleorme.com/</p>

Name of the initiative/ good practice	7. "Para Todos" - From Agregation to Adocacy
Country/ Location /geographical coverage	The city of Verona, Veneto region, Italy
Main manager/ promoter	A system of NGOs composed by the Community Centre "Para Todos" ("For everybody" in Spanish), the Association "Equilibrio Precario" ("Precarious Equilibrium" and the Trade Union "ADL - Associazione Diritti Lavoratori" (Association for Workers' Rights) – hereinafter, " Para Todos ".
Practice short description	<p>The "Para Todos" system is intended to be, for Italians and foreigners alike, an interweaving of different synergistic things: social, trade union, cultural and sporting aggregation; civic and political participation; struggles for the right to housing and against evictions; trade union disputes against redundancies and to improve working conditions and wages; mutual aid; education and training; assistance to individuals for bureaucratic procedures.</p> <p>In this sense, we could say that the model was inspired by the workers' and peasants' leagues and the Case del Popolo of the first decades of the twentieth century, in Italy and in other European countries.</p>

Main goals	<p>The most important activities carried out in recent years:</p> <ul style="list-style-type: none"> • labour disputes; non-violent actions against evictions; • research/action on discrimination against foreigners looking for houses to rent; • occupation of unused public houses to make them available to seriously disadvantaged foreign families; • subsequent legal disputes to defend the right to housing; • peaceful sit-ins and demonstrations; • festivals, theatrical and musical events; theatre workshops; • free accessible gymnasium for all refugees; courses in various sports practices; training courses for future pizza makers; • "Sos-Spesa": collection of food discarded by the local Fruit and Vegetable Market or donated by businesses and families, and distribution to families and people in extreme poverty, also because of Covid; • free courses of Italian for migrants; free wi-fi connection; • informal canteen for volunteers and refugees; • help-desk for bureaucratic procedures.
Relation to Private Sponsorship Schemes	<p>This practice was born entirely out the civil society, notably the movements for the right to housing and the trade union;</p> <p>in spite of frequent collaborations with the social services of the municipalities, the reception, help and inclusion paths for vulnerable people are decided, designed and implemented by the leaders of Para Todos system in full autonomy;</p> <p>Para Todos doesn't receive public grants, also because its relationship with the local institutions is often conflictual.</p>
URL / Related Web site(s)	<p>https://www.facebook.com/ParatodosVr/ https://www.facebook.com/adlcobasvi/</p>

Name of the initiative/ good practice	8. Les Cuistots Migrateurs
Country/ Location /geographical coverage	France
Main manager/ promoter	Les Cuistots Migrateurs
Practice short description	Catering company and pop up restaurant with all refugee staff
Main goals	Provide stable employment opportunities in cooking and excellent quality food highlighting the culture of the country of origin of the refugee chefs
Relation to Private Sponsorship Schemes	Integration through employment
URL / Related Web site(s)	https://www.lescuisotismigrateurs.com/

Name of the initiative/ good practice	9. Réfugiés Bienvenue
Country/ Location /geographical coverage	Ile-de-France, France
Main manager/ promoter	Réfugiés Bienvenue
Practice short description	Organizing a network of local private individuals who house refugees and asylum seekers in their own homes (separate room, extra apartment, etc)
Main goals	The goal is to provide an urgent housing solution and stable contexts to support homeless exiled people regaining autonomy
Relation to Private Sponsorship Schemes	Private actors help with insufficient State-sponsored housing as well as integration
URL / Related Web site(s)	https://refugiesbienvenue.com/

Name of the initiative/ good practice	10. Watizat
Country/ Location /geographical coverage	France
Main manager/ promoter	Watizat
Practice short description	Each month, Watizat publishes a comprehensive guide to all aspects of being a newly arrived migrant in France, from how to ask for asylum to where to find food. The guide is published in 5 languages
Main goals	To provide accessible, accurate, vital information
Relation to Private Sponsorship Schemes	The information in the guide is often difficult to access especially in language, and public actors make no effort to change that
URL / Related Web site(s)	https://watizat.org/

Name of the initiative/ good practice	11. “Social Café” (under the course of the project PandPass)
Country/ Location /geographical coverage	Cyprus/ Nicosia
Main manager/ promoter	SYNTHESIS
Practice short description	Every Sunday, asylum seekers and refugees come together to enjoy a nice cup of coffee at the Youth Information Centre of the municipality of Agios Dometios, from 09.00 – 14.00. There, they can socialise, discuss, and spend time in a welcoming and safe environment. As a part of the Social Café initiative, workshops and other activities are organised on Sundays to promote integration and social inclusion, while also providing participants with a wide array of skills to facilitate introduction to local culture, as well as to enhance their skills, knowledge and employability. Within the umbrella of the Social Café, SYNTHESIS has organised 9 soft skills development workshops and 5 workshops on entrepreneurial skills.

Main goals	The Social Café initiative aims to provide a safe space in which people can get together and spend time exploring the cultural, historical, and daily life of Cyprus while building strong relationships and developing their interpersonal and professional skills. The core belief behind the Social Café is to promote inclusion and integration, and promote cohesion in communities welcoming refugees, asylum seekers and people with subsidiary protection, with the vision of building a stronger, more resilient, sustainable and accepting society in Cyprus.
Relation to Private Sponsorship Schemes	Multi-dimensional integration methodology that builds on educating refugees and offering a safe space for the development of a community
URL / Related Web site(s)	https://docs.google.com/presentation/d/18OMygHbSSTAMvHh2tGx2filitU_nHLZ5b/edit?usp=drive_web&oid=10481117535062944790&rtpof=true

Name of the initiative/ good practice	12. Project “E-DESIGN – European Digital Education for Social Inclusion and Global Neighbourhood”
Country/ Location /geographical coverage	Germany, Portugal, Greece, Cyprus, Italy, Lithuania
Main manager/ promoter	ZAUG (Germany)
Practice short description	<p>The purpose of the project “E-DESIGN – European Digital Education for Social Inclusion and Global Neighbourhood” is to promote social inclusion and combat social inequalities among disadvantaged groups, especially migrants and refugees, through strengthening their digital competences in order to enhance their labour market opportunities and social participation according to the objectives of the European Pillar of Social Rights and ET 2020.</p> <p>The aim is to enhance sustainable structures of volunteer work in communities and schools to improve social structures reaching out to underprivileged groups. By creating a free and easily accessible offer of digital education, the target groups get interested in participating and thereby also get in contact with other people from their community to further promote social inclusion.</p>
Main goals	<p>Through the establishment of decentralised structures of digital education via the aspired ICT Training Hotspots in social areas, schools and other suitable places like public libraries of the communities in the regions of project partner organisations, E-DESIGN aims to improve access to ICT training and strengthening digital competences of disadvantaged groups.</p> <ul style="list-style-type: none"> - Creation of learning offers and activities that lead digital education to rural areas, thereby promoting the importance and impact of digital skills for the future of Industry 4.0; - Increase social inclusion of individuals that come from disadvantaged backgrounds, including not only residents from rural areas, but also refugees and migrants; - Increase awareness of digital education’s relevance and the opportunities stemming from it.

Relation to Private Sponsorship Schemes	Combination of an integration methodology through the delivery of training on a subject that allows access to employability
URL / Related Web site(s)	E-DESIGN – European Digital Education for Social Inclusion and Global Neighbourhood (e-designproject.eu)

Name of the initiative/ good practice	13. Protocol of Understanding for the Implementation of Pathways for the Employment of Asylum Seekers at the Cona and Bagnoli Bases - work project
Country/ Location /geographical coverage	Padua and Venice - Italy
Main manager/ promoter	Veneto Insieme Consorzio Cooperative sociali and Prefecture of Padua
Practice short description	The project was carried out on a voluntary basis by the Veneto Consortium Insieme which, in order to simplify management and to promote the integration of people living in tents and structures of the military bases in Cona and Bagnoli, proposed to profile people who had acquired at least an A1 level of Italian, aiming at creating, where possible, a work placement path that included a training course and the finding of a different, more dignified and integrated, housing opportunity. The project was implemented thanks to the presence of voluntary staff and professional operators, who provided their work free of charge.
Main goals	The goal of the project was: creating job placement opportunities to promote the social and housing integration of migrants hosted in the Veneto hubs.
Relation to Private Sponsorship Schemes	The project was completely promoted and financed by private agencies, third sector, especially cooperation sector. It was a reaction to the loss of credibility that some organisations, with their conduct, have caused to the entire third sector. The intervention of the Prefectures and the collaboration of the Minister was very important.
URL / Related Web site(s)	https://ec.europa.eu/migrant-integration/librarydoc/welcome-collection-of-good-practices-already-existing-for-refugees-welcoming-and-first-inclusion

Name of the initiative/ good practice	14. WeCanHelp
Country/ Location /geographical coverage	Belgium
Main manager/ promoter	WeCanHelp
Practice short description	WeCanHelp is a platform collecting offers from citizens, companies and associations wishing to take part in the solidarity drive. Collects offers of goods and services of the inhabitants of Belgium to make them visible and available. The website is very well organized and both (who needs help and who gives help) can identify their needs and offers, respectively. The project integrates a varied set of needs (and offers) such as housing, clothing, food, health, legal and administrative....

Main goals	The objectives are diverse: a dignified reception of newcomers, solidarity, human encounters, to fight against exclusion, to help towards the employment of the refugees and thus a better integration. The organization believes that these encounters are rich and make it possible to free people from prejudices.
Relation to Private Sponsorship Schemes	The project is a private initiative, including citizens, companies and associations wishing to take part in the solidarity drive by helping to centralize offers from citizens, companies and associations on a single portal to ensure an easy and centralized access for refugees and associations.
URL / Related Web site(s)	http://wecanhelp.be/en/about https://nicerproject.eu/wp-content/uploads/Good-practices-EN.pdf https://www.cire.be/publication/comment-aider-les-migrants-en-belgique-voici-idees-concretes/

Name of the initiative/ good practice	15. Refugee Welcome Kit
Country/ Location /geographical coverage	Portugal
Main manager/ promoter	Portuguese Deputy Minister
Practice short description	The Refugee Welcome Kit is a measure of the responsibility of the Portuguese Deputy Minister and integrated into the recent Simplex + 2016 program (measure 210 at https://www.simplex.gov.pt/medidas), with the objective of supporting refugees' first contact with Portugal and providing a set of useful tools for the first phase of integration in the country. This kit includes a refugee guide, available in different languages, with welcome messages, explanations about Portugal, habits and culture, reference to the basic rights of citizens and refugees (vaccination, health care, women's rights, education, among others), practical information on social protection, useful telephone lines, among others.
Main goals	Supporting refugees' first contact with Portuguese context and providing a set of useful tools for the first phase of integration in the country.
Relation to Private Sponsorship Schemes	A similar guide could be produced, firstly to offer some guidance to local families and secondly, to facilitate host families
URL / Related Web site(s)	https://www.acm.gov.pt/kitrefugiados http://bestpractices.pandpasproject.eu/2019/04/04/refugee-welcome-kit/

Name of the initiative/ good practice	16. Protocol of Understanding for the Activation of Work and Social Integration Pathways for Humanitarian Protection Holders
Country/ Location /geographical coverage	Padua - Italy
Main manager/ promoter	Municipality of Padua and Veneto Insieme

Practice short description	<p>The project foresees several actions aimed at taking care of people's pathway to employment and, when necessary, also finding accommodation. The process of finding a job enables the conversion of a residence permit and the stabilisation of the person's economic profile.</p> <p>The accompaniment to work is carried out through the figure of Mentors who know the people and support them.</p>
Main goals	Conversion of the residence permit through stable job placements.
Relation to Private Sponsorship Schemes	The project was completely promoted and financed by private agencies, in addition to the Foundation, Veneto Insieme Consortium and the host companies. The public maintained the coordination of the monitoring table and the verification of participation requirements, the relationship were equal and the collaboration subsidiary.
URL / Related Web site(s)	-- [not completed by the partner who identified the practice]

Name of the initiative/ good practice	17. Kologa: Integration through flatsharing
Country/ Location /geographical coverage	Belgium / Brussels
Main manager/ promoter	Kologa
Practice short description	The organisation facilitates flat-sharing, offers legal and administrative support as well as long-term and regular follow-up, and provides mediation if needed.
Main goals	Kologa aims at building a rich, democratic and diverse society by bringing locals and refugees together through housing opportunities, and helping them build up a relationship.
Relation to Private Sponsorship Schemes	This practice was born out the civil society and is a private initiative addressing a problematic aspect of inclusion: housing.
URL / Related Web site(s)	http://www.kologa.org/en/ https://ec.europa.eu/migrant-integration/intpract/kologa-integration-through-flatsharing

Name of the initiative/ good practice	18. Rifugiato a Casa Mia/ Refugee at my home
Country/ Location /geographical coverage	Italy
Main manager/ promoter	Caritas Tarvisina
Practice short description	<p>Rifugiato a casa mia is defined as a “third reception” project. It establishes the involvement in a familiar context of holders of international protection during a period of 6-12 month.</p> <p>Beneficiaries can be hosted individually in family or in small groups in parishes or religious buildings. In this case, they are supervised by Caritas Staff.</p>

	The project is developed in 4 steps: 1. Contact: family or parish Interested in hosting a refugee can contact Caritas for an assessment of the project; 2. Training: welcoming families or parishes are trained by Caritas, and should attend 4 meetings about project details, constraints, migration dynamic, Caritas guideline for reception; 3. Reception: Caritas identifies beneficiary in its second reception centres and support him in the inclusion in the family or parish; 4. Counselling and Tutoring: project monitoring through weekly meetings with the family. The meetings main purpose is to verify goals of autonomy, and in particular: Autonomy in the territory, linguistic autonomy, job autonomy and social inclusion. Plying on short relationships, families and the community support the achievement of these goals. Caritas and Trade Associations take care of administrative topics related to job inclusion.
Main goals	The project main goals are, for beneficiaries, the achievement of a good level of autonomy for an effective inclusion. The experience in family is useful to define refugee's life project. For the family, the possibility to live an experience of solidarity with other cultures and to promote a welcoming approach in the Community.
Relation to Private Sponsorship Schemes	This could have been an earlier version of PSS (from 2015)
URL / Related Web site(s)	http://www.caritastarvisina.it/progetti/rifugiato-a-casa-mia/ http://bestpractices.pandpasproject.eu/2019/04/04/rifugiato-a-casa-mia-refugee-at-my-home/

Name of the initiative/ good practice	19. Centre Primo Levi
Country/ Location /geographical coverage	France / Paris
Main manager/ promoter	Centre Primo Levi
Practice short description	Free mental health support for all exiled peoples (regardless of status)
Main goals	Provide free professional health services, including mental health, for victims of torture and political exile
Relation to Private Sponsorship Schemes	The state has no free mental health services available to exiled people
URL / Related Web site(s)	https://www.primolevi.org/nos-rapports-plaidoyer https://www.primolevi.org/notre-collection-chez-eres

Name of the initiative/ good practice	20. HelpRefugeesWork
Country/ Location /geographical coverage	Cyprus
Main manager/ promoter	United Nations High Commissioner for Refugees (UNHCR) Country Office in Cyprus, in collaboration with Cyprus Refugee Council (CyRC)

Practice short description	<p>This free web platform is an initiative of the UNHCR Country Office in Cyprus, in collaboration with Cyprus Refugee Council, to support refugee integration through work. It is meant for refugees, employers, institutions running vocational education and training (VET) programmes, and individuals and organizations committed to promoting social participation, inclusion and diversity.</p> <p>If the website subscribers are able to provide any support or help in any other way, they can sign up to this initiative and contribute to creating career opportunities for refugees in Cyprus and further developing their skills and competences.</p>
Main goals	<ul style="list-style-type: none"> • Offer jobs to qualifying refugees • Provide apprenticeship places combined with language training • Provide internships that are structured around concrete learning outcomes • Post-placement support to ensure sustainability of employment • Provide career guidance through outreach activities (e.g. visits to reception centres) • Continuous on the job training and mentoring/coaching • Support skills/competence assessment • Provide scholarships • Provide vocational training combined with work-focused language classes • Training of trainers in understanding refugees' needs
Relation to Private Sponsorship Schemes	<p>The economical emancipation and integration of refugees is crucial as they can and will contribute to their host society economically, socially and culturally, if we give them the chance to do so, and if we ensure that proper integration programmes are in place.</p>
URL / Related Web site(s)	<p>https://www.helprefugeeswork.org/</p>

Name of the initiative/ good practice	<p>21. Project CURANT - Co-housing and case management for Unaccompanied young adult Refugees</p>
Country/ Location /geographical coverage	<p>Belgium / Antwerp</p>
Main manager/ promoter	<p>The project is led by the City of Antwerp and implemented in collaboration with a consortium of five other institutions.</p>
Practice short description	<p>CURANT combines two types of support for these young refugees: first, it provides intensive guidance by a team of social workers, psychotherapists and educational workers; and second, it offers low-priced housing in shared accommodation with young local flatmate 'buddies'.</p>
Main goals	<p>To ensure that young refugees have the opportunity to rebuild their lives in Antwerp. The priority is to integrate these youngsters who, like all youngsters, deserve that extra helping hand.</p>
Relation to Private Sponsorship Schemes	<p>Partners combine OCS and State: Stad Antwerpen; Solentra (Solidarity and Trauma) - unit of the psychiatric division of UZ Brussel; JES vzw - 'urban lab' for children and youngsters in</p>

	Antwerp, Ghent and Brussels; Vormingplus – NGO; Atlas integratie & inburgering Antwerpen – NGO; University of Antwerpen
URL / Related Web site(s)	https://www.uia-initiative.eu/en/uia-cities/antwerp https://observatoriosociallacaixa.org/en/-/curant

Name of the initiative/ good practice	22. “INTEGRA: Multidisciplinary Mentorship program to support the entrepreneurship of children in care and young care-leavers”
Country/ Location /geographical coverage	Cyprus, Italy, Greece, Portugal, Spain
Main manager/ promoter	Hope For Children” CRC Policy Center
Practice short description	<p>The project INTEGRA: Multidisciplinary Mentorship program to support the entrepreneurship of children in care and young care-leavers addresses the need to ease the social, cultural, and economic integration of children ageing-out of care service into the community. It follows a holistic approach to integration by developing tools to support the collaboration between national stakeholders and target groups while prioritizing an individualised approach. This helps to avoid one-size-fits-all approaches to child-care in relation to diversity issues and policy. The Mentoring and Integration Programme (MIP), a comprehensive set of workshops and mentoring activities to support the integration of young people The platform presents an assessment toolkit for Leaving Care Professionals (LCPs) that enables them to assess the knowledge and skills of each care leaver on 9 pillars for Autonomous Living:</p> <ol style="list-style-type: none"> 1) Education 2) Community participation and interpersonal relationships 3) Health 4) Communication and cultural awareness 5) Career and Employment 6) Financial and money management skills 7) Self-determination, autonomy skills and teenagers’ development 8) Bureaucracy, legislation and networking 9) Housing
Main goals	<ul style="list-style-type: none"> - Empowerment and social integration of care-leavers aged 16+ through the establishment of a multi-agency support network. - Developing and piloting a Mentoring Integration Programme to empower residential care professionals as Leaving Care Mentors. - Understanding & assessing the state-parent’s responsibilities and the care-leavers’ challenges. - Creation of a multi-agency Collaboration Continuum Network of interested stakeholders. - Design of a Platform4Cooperation to connect state parents, care leavers and stakeholders.
Relation to Private Sponsorship Schemes	Mentorship and Local Stakeholders’ collaboration could facilitate the PS methodology. Especially the 9 pillars of the “Assessment

	toolkit for Leaving Care Professionals (LCPs)” could perhaps be adapted to the training course of local families
URL / Related Web site(s)	https://integra.uncrcpc.org/

Name of the initiative/ good practice	23. BASE project: Migrant and refugee child-friendly support services in case of sexual and Gender Based Violence
Country/ Location /geographical coverage	Cyprus, Germany, Portugal, Italy, Bulgaria, Greece, Slovenia, UK
Main manager/ promoter	Hope For Children” CRC Policy Center
Practice short description	BASE addresses the need to counteract GBV against refugee/migrant girls through the development and sustainability of strategies to nurture inclusive communication and a culture of trust between support service professionals (social workers; health professionals; NGO support officers; psychologists; school staff; law enforcement) victims, families and communities, thus preventing victim re-traumatisation and encouraging reporting of GBV. Violence against women and young girls knows no cultural, geographical, or ethnic barriers. Several studies have identified that some groups are particularly vulnerable - migrant and ethnic minority women, female asylum seekers, refugees are among those. BASE will ultimately benefit migrant/refugee girl victims of GBV by improving their experience of support services and procedures, through an inclusive and inter-sector approach targeting migrant/refugee women, support service professionals, and stakeholders.
Main goals	<p>Inclusion: Promote Migrant/refugee girls' voice in the centre of procedures through the transfer of knowledge on the victim's cultural background; Inclusion of migrant communities in assessment so as to enrich existing practices with intercultural approaches; Enhancing communication between migrant communities, authorities, and service providers, increasing resilience.</p> <p>Empowerment: Improvement of migrant/refugee girls experience during support, disclosure, reporting, investigation procedures in cases of GBV facilitated by the role of the cultural advisors; Engagement of migrant/refugee women, and communities, in the counteraction of GBV through an improved understanding of the phenomenon, and of mechanisms to raise-awareness and counteract it.</p> <p>Expertise: Migrant/refugee women capacitated as cultural advisors, better informed about GBV, judicial procedures, and better equipped to support communication between support service professionals and girls victims of GBV; Support service professionals and stakeholders better equipped to communicate with girls victim of GBV, the training events will directly contribute to the enrichment of professional's knowledge and expertise in the field of addressing cultural diversity and understand the impact of cultural specificities in the prevention and the handling of cases of sexual and gender based violence.</p> <p>Cooperation: Improved common inter-sector and multidisciplinary approaches and practices in relation to GBV against migrant/refugee girls through the focus groups, which will</p>

	gather agencies, authorities, and support services handling cases of sexual and GBV.
Relation to Private Sponsorship Schemes	A tool to help RAV women overcome trauma and turn their experience into positive teaching ground for fellow-migrant or refugee women
URL / Related Web site(s)	http://138.91.54.77/BaseProject/

Name of the initiative/ good practice	24. J'accueille - Le Airbnb pour réfugiés
Country/ Location /geographical coverage	France / Paris, Lyon, Lille, Montpellier
Main manager/ promoter	Association SINGA
Practice short description	The "I welcome" scheme allows the link between poorly housed or homeless refugees and people wishing to take them into their homes. Through a digital platform, refugees report their needs and individuals provide accommodation.
Main goals	To create opportunities for engagement and collaboration between refugees and their host society, and to promote co-living. Cohabitation is meant to be a space for intercultural encounters and mutual enrichment. Beyond accommodation, this system responds to the need for socio-professional inclusion.
Relation to Private Sponsorship Schemes	This practice was born out the civil society and is a private initiative addressing a problematic aspect of inclusion: housing.
URL / Related Web site(s)	https://ec.europa.eu/migrant-integration/intpract/jaccueille---le-airbnb-pour-refugies?lang=en https://www.jaccueille.fr/

Name of the initiative/ good practice	25. Migrant Information Centre (MIC)
Country/ Location /geographical coverage	Cyprus
Main manager/ promoter	University of Nicosia
Practice short description	The Migrant Information Centre (MIC) has developed services based on our core values of listening, empathy, understanding and supporting individual vulnerable migrants. Our four offices employ highly trained personnel ready to respond in a variety of requests. MIC fill a huge 'gap' on the integration services available and make a positive impact on the lives of thousands of foreign people who live in Cyprus. MIC supports the access to services and resources that meet migrants' needs and gives emphasis on building new skills towards harmonically adjustment to the Cypriot cultural and social environment.
Main goals	To contribute to the improvement of the quality of life of asylum seekers, refugees and migrants. To contribute to the social inclusion process of refugees and migrants living across Cyprus.

	MIC provides a comprehensive service offering professional and timely advice to a wide and inclusive client group, including: asylum seekers, refugees, and other vulnerable migrants. Beneficiaries will access free, seamless, wrap around expert advice and support at crucial times in their lives. Priority will be given to the areas of immigration, housing and destitution, welfare and health. MIC looks forward to collaborate with NGOs and partners in governmental departments, to complement each other's work in order to effectively and efficiently address the needs of the most vulnerable individuals amongst new and emerging communities. More importantly MIC services are offered to semi-urban and rural areas by a mobile unit (InfoBus) that every week visits a different region in order to serve migrants residing in different provinces of the country.
Relation to Private Sponsorship Schemes	The provision of services that can facilitate the integration process
URL / Related Web site(s)	MiHub - Migrant Information Centre

Name of the initiative/ good practice	26. Arte Migrante Cyprus
Country/ Location /geographical coverage	Cyprus, Italy, Spain
Main manager/ promoter	Arte Migrante
Practice short description	Arte Migrante was born in Bologna from an idea of Tommaso Carturan, a young Anthropology student, and other friends which met in Bologna. Arte Migrante is a non-party and a non-denominational group. It organizes weekly meetings that are open to everyone, aiming at promoting inclusion through art. It welcomes students, migrants, homeless people, workers, unemployed, young people, and elders. Over the years the group has grown and nowadays there are many dynamic groups all over Italy: Bologna, Modena, Parma, Reggio Emilia, Imola, Rimini, Pisa, Torino, Cuneo, Settimo Torinese, Alessandria, Alba, Como, Trento, Padova, Naples, Latina and Palermo. It is also present in Zaragoza in Spain and in Cyprus Island. In Arte Migrante Cyprus (2018) wish to celebrate Cyprus' wonderful and rich cultural diversity, by sharing food, poems, dances, music, smiles and whatever else represents who you are. Arte Migrante's gatherings are a space and a time of pure sharing, where everyone is welcome to join and actively contribute. We are not (and don't aspire to be) affiliated with any type of structured system/entity and although we have the utmost respect for all the good work and initiatives developed in our amazing island, this page is not to be perceived as a promotional platform of any kind, as we wish to preserve and respect everyone's ideologies.
Main goals	Integration through art and social inclusion
Relation to Private Sponsorship Schemes	This good practice can be used as an integration methodology between host and local families
URL / Related Web site(s)	https://www.facebook.com/ARTEMIGRANTECYPRUS/

Name of the initiative/ good practice	27. Urban working group
Country/ Location /geographical coverage	Greece/ City of Ioannina
Main manager/ promoter	Municipality of Ioannina
Practice short description	Coordination of stakeholders involved in providing services to refugees and asylum seekers in the city of Ioannina. Mol's Urban working group coordinates urban responses at a local level with the participation of 15 different actors and stakeholders involved in the provision of a wide range of services to refugees and asylum seekers.
Main goals	<ul style="list-style-type: none"> - to develop commonly agreed guiding principles - to support refugees and asylum seekers in local integration process - To monitor the response to the needs of refugees - to record and evaluate raising issues - to coordinate all involved stakeholders and their activities - to provide solutions on facing situations
Relation to Private Sponsorship Schemes	Not applicable
URL / Related Web site(s)	https://www.coe.int/en/web/interculturalcities/-/urban-response-coordination

Name of the initiative/ good practice	28. Intercultural Cities Programme -COE
Country/ Location /geographical coverage	Greece/ City of Ioannina
Main manager/ promoter	Migrants and refugees integration council of Ioannina City
Practice short description	The council is responsible for identifying, investigating and helping local authorities acquire knowledge on problems encountered by the immigrant population legally residing their municipality in relation to their integration and their contact with public or municipal authorities. The Council is to propose actions such as counselling services and public events to effectively implement national integration policies, promote a smooth social integration, and overall social cohesion. It also assists migrants in accessing local services and involves them in local structures and policy-making processes.
Main goals	-- [not completed by the partner who identified the practice]
Relation to Private Sponsorship Schemes	-- [not completed by the partner who identified the practice]
URL / Related Web site(s)	-- [not completed by the partner who identified the practice]

Annex 2. Template: Collection of Good Practices in Private Sponsorship Schemes

WP2 - Template 2 - Collection of Good Practices in Private Sponsorship Schemes

This template was created under WP2 and aims to collect information about good practices on Private Sponsorship and community-based integration (or similar) for a comparative analysis of European and non-European PS experiences. If you have any questions or comments, please send a note to sandra.mateus@iscte-iul.pt

Partner and country of the RaCIP project

Name of the partner:

Country:

Please fill in the column aside the questions related to the good practice. The column should be left in blank in case of not having information to fill it in. Please answer ‘not applicable’ when it is the case.

Consider a good practice examples of innovative, interesting and inspiring practice, ‘process or methodology that is ethical, fair, and replicable, has been shown to work well, succeeds in achieving its objective(s), and therefore can be recommended as a model’. ⁴Private sponsorship schemes “involve a transfer of responsibility from government agencies to private actors for some elements of the identification, pre-departure, reception, or integration process of beneficiaries”⁵.

General information about the good practice

Name of the initiative	
-------------------------------	--

⁴ Retrieved from Good Practices for Urban Refugees, a platform managed by a team of UNHCR staff working in the Division of Programme Support Management and the Policy Development and Evaluation Service [available here: <http://www.urbangoodpractices.org/>].

⁵ As stressed in <http://www.europeanmigrationlaw.eu/documents/Sponsorship-schemes.pdf>

RaCIP is a project funded by the European Union’s Asylum, Migration and Integration Fund

The content of this template represents the views of the author only and is his/her sole responsibility. The European Commission does not accept any responsibility for use that may be made of the information it contains.

<p>Country In what country(ies) has the good practice been implemented?</p>	
<p>Level of practice Local, national, European, International, other (specify)</p>	
<p>Location /geographical coverage What is the geographical range where the good practice has been used? Please specify when possible, the country, region, town and village</p>	
<p>Main Financial source</p>	
<p>Main manager/promoter What organisation was responsible by the good practice?</p>	
<p>Main Target Who are the beneficiaries or the target group of the good practice? Who are the users of the good practice?</p>	
<p>Collaboration Who are the partners engaged and the nature of the collaboration?</p>	

Contents of the good practice

<p>Practice short description</p>	
<p>Main goals What are the main goals of the good practice?</p>	
<p>Relevance In what way the actions of the project/intervention were important for the beneficiaries?</p>	
<p>Innovativeness In what way has the good practice produce new, creative and qualitatively consistent solutions?</p>	
<p>Impact on participants What has been the impact (positive or negative) of this good practice on the beneficiaries' livelihoods?</p>	

<p>Relation to Private Sponsorship Schemes</p>	
<p>Adaptability to other contexts Is the good practice adaptable to other contexts? Has the good practice been tested in different contexts? If yes, and if not already developed in the context of PS, then how could it be adapted to the concept of PS?</p>	
<p>Constraints What are the challenges encountered in applying the good practice? How have they been addressed?</p>	
<p>Replicability and/or up-scaling What are the possibilities of extending the good practice more widely?</p>	
<p>Suitability for minors Did the good practice take into account refugee children and unaccompanied minors in its implementation, making visible, identify and consider its circumstances, needs and specific problems?</p>	
<p>Suitability for families Did the good practice take into account families in its implementation and consider their circumstances, needs and specific problems?</p>	
<p>Gender approach Did the good practice take into account gender aspects in its implementation, making visible, identify and consider the circumstances, needs and specific problems of forced migrant women?</p>	

References

<p>URL / Related Web site(s) of the practice</p>	
<p>Related resources (reports, products...) Please list the relevant resources that have been developed by the best practice.</p>	