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Raising Capacity for
Inclusive People engaged
in private sponsorship

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This Report was prepared under RaCIP - Raising Capacity for Inclusive People engaged in private sponsorship Project, regarding the activity “**(6.2) Building of Local Networks for Private Sponsorships (LNPS)**” of the WP6 “Pilot Schemes on Community-Based Privatesponsorship Schemes”, coordinated by Partner Jesuit Refugee Service (JRS Portugal).

WP 6 | Pilot Schemes on Community-Based Privatesponsorship Schemes

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Introduction

The goal of this WP is to implement a set of pilot initiatives in all Partner Countries according to specific needs. Each scheme can be imaged as a personalized and multi-dimensional path to integration, tailored on capacities and needs of each person in need of international protection.

Such needs can include – according to singular situations - learning of local language, psychological support, legal assistance, development of friendship with local people and other migrants, access to basic services (including health ones), education, vocational training, job orientation and work, raising autonomy, spirit of initiative and self-entrepreneurship, civic participation through volunteering, involvement in sport, arts and cultural life, etc. Therefore, the development of those schemes needs on the one side trained mentors, and on the other networks of CSOs and social enterprises supporting the last ones.

In particular:

- **In Italy** (Refugees Welcome Italy and Veneto Insieme) and **France** (Refugies Bienvenue France), the Project will identify a group of refugees both resettled through HC and already residing in EU countries but about to leave government-run programmes. Afterwards, it will replicate the PAR model and implement mentorship schemes learnt through the training in WP5. This will allow to improve and scale up HC schemes already operating by the local Partners.

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- **In Portugal** (JRS Portugal), the Project will scale up the PAR model with to the practices experimented in other partner countries, namely student and family mentoring. It will also reach out to public institutions in order to establish new PS-based resettlement schemes.
- In **Greece** (Second Tree and Municipality of Ionannina) and **Cyprus** (Synthesis), the Project will enhance the capacity of their community-based practices thanks to the implementation of the PAR model, notably coordination among CSOs. Moreover, newly trained mentors will be able to design tailored integration programmes addressed to refugees already on national soil.

For the development of the present Work Pack, Partners discussed and planned the Activity 6.2. in the following formal meetings:

- Second Transnational Partners Meeting (22nd March 2021): JRS Portugal shared with all Partners a brief presentation on “How to move on and improve Models and tools to create the map of CSOs, set a local network for PS, identify potential beneficiaries, and recruit mentors”; this presentation was followed by a debate, and the Partners shared their initial doubts and concerns;

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- Third monthly online briefing (26th April 2021): Partners shared doubts and issues on specific mapping and networking activities on
- the PAR Model within their local contexts;
- Fourth monthly online briefing (25th May 2021): JRS Portugal and all Partners shared the updates on mapping and networking activities on the PAR Model.

For the development of the present work pack, the following outputs were elaborated by JRS Portugal and shared with all Partners:

- Presentation “*2nd TPM. RaCIP. How To PAR*”: This presentation was created under WP6 and was shared on the Second Transnational Partners Meeting with all Partners. It was intended to introduce Partners with PAR Model, its dynamics, strategic guidelines and key concerns. Main challenges were presented to discussion.
- Template “*WP6 Template 1. Pilot Scheme*”: this Template was created to guide the preparation for the development of a community network based on PAR model, for the community-based privatesponsorship pilot’s implementation
This Template focuses on a preliminary analysis of the Pilot scheme to be implemented by each partner.

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- Template “*WP6 Template 2. Mapping*”: this Template was created to guide the activity (6.1) Mapping of relevant CSOs and places available for next activities.
This Template focuses on the description of the territory where the Pilot will be implemented, including the identification of the geographic coverage and its characteristics, and the identification of the relevant CSOs in the field.
- Template “*WP6 Template 3. Network Development*”: this Template was created to guide the activity (6.2) Building of Local Networks for Private Sponsorships (LNPS). This Template aims to guide the Partner’s action on that territory (dynamization and mobilization purpose), and should be contemplated in articulation with the information provided in Templates 1 and 2.
- Guidelines for the Templates “*Guidelines for WP6*”: these Guidelines were developed to guide all Partners in the analysis, adjustment (when considered applicable) and fulfillment of the Templates

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A. Description of the Activity

Once the previous activity (6.1. Mapping of relevant CSOs and places available for next activities) was concluded, Partners started the development to developed collaborative network on a national basis. The network should be shaped on the PAR community-based PS model, and JRS Portugal prepared a Template to guide the Partners in this activity.

This Template refers to the Partner's action for the dynamization and mobilization of CSO. Once the Territory is mapped, Partners were able to act for the development of a constructive, multidimensional and collaborative network.

This should be the most flexible activity, and Partner were invited to take this template more as a guide, less as a script. This network should be developed according with the specific characteristics and resources, both of the Partner and the territory/community of implementation.

It was important to identify the key areas and the strengths and challenges of the territory and inclusively of the Partner; the competent public entities and applicable schemes, and the active CSO's in the territory, for each key area.

The network should be open, flexible and able to be adjusted all along the Pilot's implementation. Dialog and continuous articulation among partners are important, as well as a very clear coordination role.

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Parallel to this activity, it was strongly recommended that Partners design and implement a strong communication program and awareness activities calendar. Communication is essential to create mobilization and awareness, and to guarantee the network's identity and common purpose. Certain community activities are also a strong tool to promote community engagement and strong ties. For example, promotion national meetings for CSO to share their experiences and good practices; volunteers' motivational activities; informal community events with families and refugees; awareness actions in schools and other strategic entities; among others. These activities are very important to guarantee the vitality of the network.

PAR most valuable lesson to share with the Project's Partners is that Proximity is key and Local Actors Know Better. This means that each RaCIP Partner is the best expert in the reality of his country for refugees' integration, and each local partner will have a unique understanding of the community potential for integration. Coordinators of these collaborative community-based network should help their partners to think globally and motivate them to act locally.

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B. Building of Local Networks for Private Sponsorships (LNPS)

Partners Local Reports

1. CYPRUS | Synthesis

2.1. Please identify the key areas to be addressed for your pilot implementation.

- Social and Mental support
- Health orientation
- Housing
- Education
- Language
- Employment
- Community integration

2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

- Social and Mental support

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No formal social or mental support schemes are offered in Cyprus for adults.

However, the Ministry of Education of Cyprus has a zero-tolerance policy on discrimination in public schools, and an anti-racism policy. Also, in 2015, the Ministry of Education and Culture adopted a Code of Conduct Against Racism along with a Guide for Managing and Recording Racist Incidents.

- Health orientation

Recognised refugees and beneficiaries of subsidiary protection are entitled to healthcare under the same conditions as citizens of Cyprus; and are eligible to receive healthcare in Cyprus under the General Health System (GeSY).

Asylum seekers have more limited rights, and can only access specific rights, including access to the coverage of material needs, and access to public healthcare services.

- Housing

There are no social housing schemes or government programmes offered for refugees in Cyprus. However, once granted the refugee status or subsidiary protection status, the person has the right to reside anywhere in Cyprus (controlled by the Republic of Cyprus government).

Asylum Seekers without an income or any other means of subsistence can apply for social assistance at the Social Welfare Services.

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Kofinou Reception Centre for Asylum-seekers: The stay in the Centre is allowed while your asylum application is pending, and it depends on vacancies. If there are no vacancies at the Reception Centre Asylum Seekers may receive support from Social Welfare Services in the form of vouchers and cheques.

- Education

The Refugee Law provides for the access of asylum-seeking children to the public elementary and secondary education system under the same conditions as nationals.

International protection beneficiaries have access to the general education system with same conditions as Cypriot citizens.

Beneficiaries who completed secondary education can participate in the university entry exams; those who secure a position in the state universities study free of charge.

The Cyprus Productivity Centre offers Vocational training programmes are also held for specialised labour such as welding, plumbing, automation, car repairs etc. The courses are held in Greek, but sometimes municipalities and NGOs offer courses in English. Also, The HelpRefugeesWork platform (United Nations High Commissioner for Refugees (UNHCR) Office in Cyprus, Cyprus Refugee Council) is build to bring refugee job-seekers in contact with employers and training providers in Cyprus.

- Language

Language courses are offered from the state, but are not obligatory to refugees, asylum seekers, and persons under international protection.

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Courses are also offered at municipal level, under several EU-funded programmes.

- University of Cyprus
- Epimorfotika (Ministry of Education)

- Employment

According to the Cyprus Refugee Law, recognised refugees and persons with granted subsidiary protection have open access to employment in Cyprus, and are treated equally to Cypriot citizens.

There are no limitations to the occupation they choose, and they have the same rights as Cypriot citizens regarding remuneration, access to social security benefits, and other conditions of employment.

Asylum Seekers have access to the labour market one month after the date of the submission of their application, but only in specific sectors and occupations such as in agriculture, processing, waste management, trade repairs, services (for example cleaning, pest control, etc.), in restaurants and hotels (for example kitchen aids and cleaners), in the food industry (for example delivery), etc.

- Community integration

No official scheme is provided. Most of the community integration schemes are offered by EU-funded programmes such as the AMIF.

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2.3. Please identify the CSO's active in the territory and their area of intervention.

- Cyprus Refugee Council

The Cyprus Refugee Council (CyRC) strives to safeguard, support and advocate for the rights of vulnerable groups in Cyprus, promoting their effective integration into the host society. Focusing on refugees, asylum seekers, detainees, trafficking victims and survivors of torture, CyRC works closely with the local society in order to provide quality services at the individual, community and policy level.

- Mi Hub

Supports vulnerable migrants across Cyprus feel protected, safe, informed and supported so that they are able to move forward with their lives. Including:

- Asylum Seekers
- Refugees
- International Protection Beneficiaries
- Third Country Nationals
 - Domestic Workers
 - Students
- Resettled Refugees

- Caritas

Caritas Cyprus works through local initiatives as well as cross-island programs that focus on migrants, local needs and youth engagement. The Migrant Sector provides critical services to hundreds of migrants and refugees through the operation of two centres, which serve as resource and information hubs for migrants in need of support accessing their legal rights

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and basic needs. Caritas Cyprus also operates two shelters for vulnerable migrants and wraparound case management services.

- Project Phoenix

An NGO supporting and empowering migrants, refugees, and asylum seekers. Using socially innovative approaches, Project Phoenix carries out our work through entrepreneurship, incubation, training, mentorship, partnerships, research and advocacy.

- Dignity Centre Nicosia (Refugee Support)

Their approach is to work closely with other organisations, fill the gaps, and enable refugees to rebuild their lives. In April 2019, Refugee Support opened the Dignity Centre in Nicosia for the many refugees who struggling to break out of a poverty trap. It offers language learning courses, CV writing, teach computer skills, sewing, bicycle repair and distribution, kitchen and cookery including trainings, hygiene services, barbers, food bank, organise events, including sports, etc.

- Cypriot-Arabic Cultural Center

Offers different services and information about Greek language learning, Arabic language learning, CV writing etc.

- Generation for change CY

Greek language classes, events, donations such as food and clothing, online discussions etc.

- Hub Nicosia

Youth-oriented organization that carries out the “Social Café,” for the empowerment of migrants, refugees and asylum seekers which among

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others includes workshops on CV preparation, interview preparedness, as well as a training programme for caregivers to seniors.

- Help Refugees Work

It is a web platform, an initiative of the UNHCR Country Office in Cyprus, in collaboration with Cyprus Refugee Council, to support refugee integration through work. Its target groups are refugees, employers, institutions running vocational education and training (VET) programmes, and individuals and organizations committed to promoting social participation, inclusion and diversity.

- Aequitas
- KISA
- UNHCR Cyprus

2.4. Please identify the priorities for the development of the partnerships, according to the strengths and challenges for the pilot implementation expected to find in this community (topic 1.4 of Template 2), and taking into account the previous topics.

STRENGTHS

- Our collaboration with migrant-oriented organisations will be a positive point to employ refugees and asylum seekers as mentees, in the Pilot Scheme.

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CHALLENGES

- In Nicosia, there are organisations that offer emotional and psychological support to refugees and asylum seekers; therefore, we can employ them to give their support to both mentors and mentees in the framework of the Pilot Scheme.
- In Cyprus (including Nicosia), there are a few programmes that offer Greek language courses to refugees and asylum seekers, but there is no official or obligatory scheme for that.
- Refugees and asylum seekers still face barriers in terms of housing.
- Access to employment is also limited. The lack of employment has psychological impact on refugees and asylum seekers, and creates gaps in their employment history; something that is making them less active and/or keen to seek employment.
- Healthcare: Lack of, or inadequate information especially for newly arrived asylum seekers.
- Transportation system: Although the public transportation system in Nicosia has significantly improved in the past years, it is still a weak point.

2.5. Please identify the CSOs with which you will develop partnerships and the specific purpose, goals and responsibilities of the developed partnerships.

- Social and Mental support
 - Caritas Cyprus
 - KISA

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- Health orientation
 - Hub Nicosia
- Housing
 - Mi Hub
- Education
 - Generation for Change CY
 - Cypriot-Arabic Cultural Center
 - UNCHR Cyprus
- Language
 - Cypriot-Arabic Cultural Center
 - Mi Hub
- Employment
 - HelpRefugeesWork
 - Project Phoenix
 - Cyprus Refugee Council
- Community integration
 - Dignity Center Nicosia
 - Cyprus Refugee Council

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○ Aequitas

- Hub Nicosia can offer its facilities for the meetings between mentors and mentees. Also, it can host local meetings between partners and institutions.
- The Cyprus Refugee Council, Caritas, Generation for Change CY, and MiHub can support the Pilot Scheme in the recruitment phase.
- Housing orientation, employment, community integration, language, education and health, can be undertaken by all the CSOs.

2.6. Please identify how will this network be articulated (coordination, decision-making, representation, formal procedures, among others).

Coordination:

SYNTHESIS will organise the Pilot Scheme and take care of the general coordination. It will create a Strategic Partners Group comprising of 1-2 representatives by each partner organization, so as we have immediate communication between us, and an online group to share material. The meetings will take place monthly.

Decision-making:

Decisions will be taken by a simple majority vote in the framework of the Strategic Partners Group meetings.

Representation:

Representatives by each partner organization will take part in the Strategic Partners Group.

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Formal procedures:

All procedures and decisions may be contested during the Strategic Partners Group meetings.

Mentoring:

The Strategic Partners Group will create groups of mentors and organise meetings for them. A training will be offered, so that they are prepared to take over the mentor's role.

2.7. Please identify how will this network articulate with public authorities.

The Municipality of Agios Dometios and the Municipality of Nicosia are both local public authorities which work with asylum seekers and refugees, and which promote their integration into local societies.

2.8. Please identify your communication and awareness plan

SYNTHESIS has prepared a detailed communication and awareness plan, that aims to maximise the motivation, initiative, and willingness to participate in the Pilot Scheme. Accordingly, the following actions will be conducted, internally and externally:

Internally (among the CSOs, and partners):

- Social media national awareness campaign

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- Creation of social media groups (choose the most popular social media platform used by the participants), to be utilized as communication platforms.
- Monthly meetings of the Strategic Partners Group
- One-to-one meetings between SYNTHESIS and local partner organisations
- Participation in the training for mentors
- Participation in other local activities

Externally (among the partner organisations and refugees / asylum seekers / beneficiaries of international protection):

- Social media national awareness campaign addressed to them
- Creation of social media groups (choose the most popular social media platform used by the refugees / asylum seekers / beneficiaries of international protection), to be utilized as communication platforms.
- Participation in the mentor-mentee monthly meetings
- Participation in local activities

2. FRANCE | Réfugiés Bienvenue

2.1. Please identify the key areas to be addressed for your pilot implementation.

For our pilot implementation, as we assist both asylum seekers and those having obtained refugee status, we must address every basic need. While our

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program provides temporary relief for the problem of housing, this provides the space to help the person make progress in all other areas as needed. Language learning, employment, health, psychosocial support, decreasing social isolation and promoting community, doing studies or certification, reuniting the family, opening a bank account, phone bills, tech tools and basic items, access to stipends and social support, legal support for the asylum process... essentially the only area where we don't intervene is in romantic life.

2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

France has extensive public services. Once a refugee obtains their status, they have access to it all. First, then, we shall address the systems in place for those still in the asylum process.

For asylum seekers:

There is a package of support offered to everyone who asks for asylum called the Conditions Matérielles d'Accueil or CMA, managed by the national Office Français d'Immigration et D'intégration (Ofii). These include a stipend, access to the asylum-specific public housing network (Dispositif National d'Accueil - DNA), and a social worker.

The stipend amounts to a minimum 200€/month if the person is housed, and 400€/month if the person is not able to get a place in the DNA. This amount

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can increase if it is a family. After six months, the asylum seeker is allowed to ask for a work authorization, which is hardly ever possible given that employers are reluctant to hire someone in that process, and the rare asks are easily rejected under the current criteria. So, in practice, asylum seekers do not work. On the scale of access to jobs for asylum seekers in Europe, this places France near Hungary.

The DNA is managed by various operators contracted by the Ofii, sometimes CSO's, for example Aurore, France Terre d'Asile, Cimade...They are situated all over the country and the asylum seeker may at any time get an offer anywhere in metropolitan France. If they refuse this offer, they lose all their CMA. After obtaining status, the refugee has 3 months renewable once before being kicked out. The DNA manages to house about 50% of those who qualify for CMA (just as a side note, France was condemned in July 2020 by the European Court of Human Rights in violation of article 3 concerning their treatment of asylum seekers specifically as it pertains to housing).

Anyone on French territory has access to the national health system. That being said, in 2019, despite intense pushback from CSOs and activists, a reform was put in place that installed a waiting period of 3 months before asylum seekers could access the universal tier of the national health system (Protection Universelle de Maladie - PUMA).

For refugees and subsidiary protection (BPI):

International protection statuses give access to all the same rights as French nationals except voting. I call "refugees" those who have obtained refugee status as well as those who have subsidiary protection. The main difference between these is length of validity: refugee status lasts 10 years (renewable) while subsidiary protection lasts 4 years (renewable).

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The suite of public services includes the national health system, the national education system, national public housing system, national job counselling system, national support for low income people, and innumerable other stipends and perks, such as all those for young people. In addition, refugees have no restrictions on employment.

There is also a specific program called the Contrat d'Intégration Républicaine (CIR) managed by the Ofii that applies to various immigrant publics including refugees. After an individual diagnostic, a slate of French classes and "Republican Values" classes are mandated, culminating in the signing of the CIR. However, given the length of the asylum processes, this step is in general 2 or 3 years after the person has arrived in France. Private actors must intervene because this offer is too little, too late.

The national health system (CPAM) is pretty robust and is not often supplemented by private organizations except in extreme cases or difficulty of access due to language barriers for example.

The national education system (Minister of Education) is equally robust and many schools both public and private make an effort to include refugees and facilitate their application processes.

For these two systems, as for the rest, private actors focus mostly on assisting in wading through all the bureaucratic forms and paperwork as well as demystifying what different services mean in France. In the education system, a lot of work goes into getting foreign qualifications recognized, and there is still a lot of elitism and xenophobia that results in refugees often training for jobs that have little to do with their skills and qualifications.

Refugees also have access to the national job agency called Pôle Emploi that oversees job-finding support and job-specific training. Pôle Emploi

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counsellors vary widely in quality and are unequipped to rectify discrimination, racism, and xenophobia in hiring, leaving many refugees to look for alternative job seeking support via their own networks or by seeking out private actors.

The national public housing system (CDC-Habitat) comprises many different types of lodging that are differentiated between hébergement (shelter: implies temporary, incomplete) and logement (housing: implies longer-term, full apartments and living spaces). All have specific criteria of age, income, gender, family structure, or activity (student or worker).

All are saturated, especially in the Ile-de-France region. There is an emergency housing hotline, the 115, that manages entry into shelters that can sometimes be parlayed into access to the housing system. In theory, this also means access to a social worker but that often doesn't happen. A social worker is necessary to submit a request for public housing through the Service Intégré d'Accès et Orientation (SIAO) managed by contracted operators in each commune.

Shelter is a right in France for anyone regardless of status, and housing is a right for anyone legally in France. There is a legal process to seize the state if they continually fail to provide housing that results in the attribution of a solution. This requires finding a lawyer, doing the process, knowing that it exists... and it does not always work as it should.

All of this means that private actors do whatever possible to fill the gaps in housing either by providing support to access the existing systems, providing alternate housing such as in host families, or both.

There are various public aids for transportation, culture, food, usually managed through the relevant municipality. The main obstacle addressed by

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private actors in this case is access: paperwork, knowing what exists, et cetera. Food drives are sometimes managed by private actors. Private actors are often also present when it comes to clothing.

2.3. Please identify the CSO's active in the territory and their area of intervention.

You can find a comprehensive list of Parisian CSO's here: <https://www.data.gouv.fr/en/datasets/liste-des-associations-parisiennes-prs/>

2.4. Please identify the priorities for the development of the partnerships, according to the strengths and challenges for the pilot implementation expected to find in this community (topic 1.4 of Template 2), and taking into account the previous topics.

In Paris, the issue is not quantity but quality of organizations. There are infinite CSO's that deal with all different aspects of refugee integration, but each has their own strengths and weaknesses. Our priority in partnership is building long term bonds, finding common ground in our principles of action, meeting the needs and seeing results for the people we aim to help, and finding our complements.

For example, there are other associations that do what we do: house migrants with host families. We vary on which public we take in, how long our programs last, and other practical aspects. Utopia56 does emergency housing for 1 or 2

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nights regardless of status. They might refer us to a host who is interested in housing long term, or a refugee that would like to prolong a host experience. On the other hand, we might refer spontaneous requests for emergency housing, or hosts who cannot commit to long term housing, to them.

2.5. Please identify the CSOs with which you will develop partnerships and the specific purpose, goals and responsibilities of the developed partnerships.

This is our list of partners:

JRS France: housing and professional counsel. They refer us people they no longer house; we refer them people who need special counsel or activities

UnisCité: civic engagement manager. They refer us people to house; we refer them young people who qualify and are interested in paid civic engagement (service civique).

Utopia56: short-term emergency housing. They refer us hosts and people interesting in long-term housing and counseling; we refer them hosts and people interested in short-term emergency housing.

Acat: network of lawyers. They can refer us people to house; we refer them people in need of legal counsel.

Centre Primo Levi: Psychological counseling for trauma victims. They can refer us people to house; we can refer them patients. We also develop projects together to improve what we offer to hosts and hostees like guides and training.

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Ardhis: association for LGBT migrants. They can refer us people to house; we can refer people to them and benefit from their legal support.

Action Emploi Réfugiés: employment counseling. They can refer us people to house; we can refer them people for job searching.

Ecole Thot: French learning for illiterate migrants. They can refer us people to house; we are prioritized for class sessions.

Kodiko: social and job search support. They can refer us people to house, we have priority for class sessions.

Madera: rural professional development. We co-sponsor refugees living in remote areas to house them and provide professional counseling.

Acina: professional counseling. They can refer us people to house; we can refer them people for job searching.

Quatorze: urban activist architects. We find host families together willing to build Tiny Houses in their gardens. They build the houses and manage the practical aspects. We manage the co-living relationship and accompany the housed refugee.

2.6. Please identify how will this network be articulated (coordination, decision-making, representation, formal procedures, among others).

Partners must be made aware that housing through us is not an immediate solution. They can refer people to our waiting list. They bear the responsibility of identifying people who will be okay with co-living. We bear the

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responsibility of finding housing solutions for the person as soon as they are in our network.

Otherwise, communication strategy is discussed case by case, and specifically when there are common projects such as with Quatorze.

We have an in-house social worker. He coordinates directly with our partner's social workers. In general, we handle at least what relates to housing.

2.7. Please identify how will this network articulate with public authorities.

We work directly with existing public systems. As well, we plan to increase our lobbying to pressure the state to expand and improve their housing services as well as provide a tax credit for hosting refugees and taking on that burden that should be relegated to the State.

The State does provide us with funding but exclusively for housing refugees, not asylum seekers.

The partner network offers expertise and experience to State actors to improve public programs.

2.8. Please identify your communication and awareness plan

We have a presence on four social networks: Facebook, Twitter, Instagram, and LinkedIn. As of now, we do not plan to add anymore.

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We are in the process of professionalizing our communication which has been managed by volunteers until now. Our new coordinator is the lead of the project and his strategy includes the following:

- Hiring a social media intern
- Creating in-house content such as videos and infographics
- Creating a social media calendar following the rhythm of certain commemorative days and events
- Collaborating with media personalities and journalists
- Redoing our website to modernize it and render it more ergonomic.
- Joining activist collectives to streamline lobbying.

3. GREECE | Second Tree & Municipality of Ioannina

2.1. Please identify the key areas to be addressed for your pilot implementation.

The relevant areas of integration that our pilot will address are language, housing, employment and community integration.

Although OAED (the Greek public entity of manpower) has the jurisdiction, structure and funding to implement vocational training programmes, the Municipality of Ioannina intends to create a dynamic relationship with local

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entrepreneurs aiming to establish an interconnection amongst Local Authorities – Businessmen – Migrants.

2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

KEY AREAS	PUBLIC ENTITY / TITLE
ADMINISTRATIVE SUPPORTING SERVICES	MOI - DEPARTMENT OF SOCIAL PROTECTION O.K.P.A.P.A. - COMMUNITY CENTRE O.K.P.A.P.A. - HOMELESS DORMITORY O.K.P.A.P.A. – SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN REGISTRY OFFICE CITIZENS SERVICE CENTRE (Κ.Ε.Π.) IOANNINA TAX OFFICE (Δ.Ο.Υ. ΙΩΑΝΝΙΝΩΝ)

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	O.A.E.D - MANPOWER EMPLOYMENT ORGANIZATION
CULTURAL ORIENTATION	O.K.P.A.P.A. - COMMUNITY CENTRE
EDUCATION AND LEARNING	O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN CENTRE OF EDUCATIONAL AND CONSULTING SUPPORT (K.E.Σ.Y.)
EMPLOYMENT CONSULTING	O.K.P.A.P.A. - HOSTEL FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN
FEEDING AND SUPPLYING SERVICES	Moi - DEPARTMENT OF SOCIAL PROTECTION O.K.P.A.P.A. - SOCIAL SUPERMARKET O.K.P.A.P.A. - MUNICIPAL SOCIAL GARDENS O.K.P.A.P.A. - HOMELESS DORMITORY

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	O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN
HEALTH	<p>IOANNINA GENERAL HOSPITAL "G.N.I. HATZIKOSTA"</p> <p>O.K.P.A.P.A. - HOMELESS DORMITORY</p> <p>O.K.P.A.P.A. - HOSTEL FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN</p> <p>O.K.P.A.P.A. - MUNICIPAL SOLIDARITY CLINIC</p> <p>O.K.P.A.P.A. - SOCIAL PHARMACY</p> <p>O.K.P.A.P.A. - MUNICIPAL SOLIDARITY DENTAL CLINIC</p> <p>O.K.P.A.P.A. - HEALTH CITIZENS SERVICE CENTRE</p> <p>NATIONAL EMERGENCY CENTER (EKAB)</p>
HOUSING	"KATSIKAS" REFUGEE CAMP

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	O.K.P.A.P.A. - HOMELESS DORMITORY O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN
INTEGRATION PROGRAMMES	Moi - DEPARTMENT OF SOCIAL PROTECTION O.K.P.A.P.A. - COMMUNITY CENTRE O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN
LEGAL AID	COURT OF IOANNINA (FIRST INSTANCE COURT) O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN
REPESANTATION OF COMMUNITIES AND PROMOTION OF RIGHTS	SUPPORTER OF THE CITIZEN O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN

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SOCIAL & PSYCHOLOGICAL SUPPORT	O.K.P.A.P.A. - SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN MINOR CURATOR SERVICE
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2.3. Please identify the CSO's active in the territory and their area of intervention.

KEY AREAS	CSOs (NGOs and OTHER)
ADMINISTRATIVE SUPPORTING SERVICES	IMO - Volunteer return, reintegration and open hospitality assistance program (avrr/ocavrr) International Centre For Sustainable Development (icsd) "Akadimia" Intercultural Centre For Social Integration
CULTURAL ORIENTATION	"Akadimia" Intercultural Centre For Social Integration

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	Soup And Socks
EDUCATION AND LEARNING	IMO /SOLIDARITY Now Helios Programme International Centre For Sustainable Development (ICSD) Second Tree SOS Children's Villages - Emergency Response Programme
EMPLOYMENT CONSULTING	IMO - Helios Programme
HEALTH	International Centre For Sustainable Development (ICSD) Epirus Center For Dependent Individuals (KEΘEA). Addiction Prevention Center And Promotion Of Psycho-Social Health "Schedia"
HEALTH CARE	International Centre For Sustainable Development (ICSD)

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HOUSING	Arbeiter Samariter Bund Deutschland e.V IMO / INTERSOS - Helios Programme International Centre For Sustainable Development (ICSD) METAdrasi - Action For Migration And Development Youth Center Of Epirus
INTEGRATION PROGRAMMES	IMO - Helios Programme "Akadimia" Intercultural Centre For Social Integration
INTERPRETATION AND CULTURAL MEDIATION	International Centre For Sustainable Development (ICSD) "Akadimia" Intercultural Centre For Social Integration
LEGAL AID	International Centre For Sustainable Development (ICSD) WOMEN SOS

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REPRESENTATION OF COMMUNITIES AND PROMOTION OF RIGHTS	"Akadimia" Intercultural Centre For Social Integration WOMEN SOS
SOCIAL & PSYCHOLOGICAL SUPPORT	ARSIS - Association For The Social Support Of Youth International Centre For Sustainable Development (ICSD) Sos Children's Villages - Emergency Response Programme WOMEN SOS "Akadimia" Intercultural Centre For Social Integration
UNACCOMPANIED MINORS	ARSIS - Association For The Social Support Of Youth

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2.4. Please identify the priorities for the development of the partnerships, according to the strengths and challenges for the pilot implementation expected to find in this community (topic 1.4 of Template 2), and taking into account the previous topics.

Second Tree

Greece was unprepared for the 2016 influx of refugees and there is therefore a lack of integration nationwide.

This will be addressed in our Pilot scheme through collaborations, learning from the other partners, and knowledge sharing with other CSOs. We want to learn from other partners' experience and model how to implement these kinds of initiatives in the future. Moreover, the participation in this project of the Municipality of Ioannina, which we collaborate with, is a strengthening factor. We are seeking to fill a void experienced by refugees in Greece.

Municipality of Ioannina

As previously stated, due to challenging situation in employment in a national and regional context, as well as the lack of both jurisdiction and funding, the Mol focuses on creating a direct dialogue with important local stakeholders (businessmen and entrepreneurs) to promote the employability necessity for migrants residing in Ioannina.

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In the same direction, the MoI intends to utilize/ mobilize the existing actors (all stakeholders), its' structures, services and connections focusing in facilitating the migrants integration in local workforce.

2.5. Please identify the CSOs with which you will develop partnerships and the specific purpose, goals and responsibilities of the developed partnerships.

The Municipality of Ionannina will reach out all associated CSOs to utilize their expertise/ available resources for the implementation of the RaCIP Pilot Scheme. Each actor will be assessed in terms of their relevance to the objective of the project, their acquired experience/ expertise and the dissemination dynamic/ potential to promote the activity.

In this context, the Municipality of Ionannina will coordinate the implicated actors, monitor and optimize the efforts of the local network, disseminate relevant material (e.g. press releases, articles, interviews) to be reproduced/ reposted and take all necessary actions to reach into the expected outcome/ results.

2.6. Please identify how will this network be articulated (coordination, decision-making, representation, formal procedures, among others).

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The open-dialogue process in recording issues, propose solutions - already implemented by Municipality of Ionannina's Urban Working Group – shall prove to be an efficient and effective tool in the attempt to combine efforts at a local level; however, to avoid stalls in the PS implementation, the Municipality of Ionannina will have the decision making responsibility.

2.7. Please identify how will this network articulate with public authorities.

The Municipality of Ionannina intends to use its institutional and political 'arsenal' into achieving its objectives; if jurisdiction issues arose, we will optimize (re-evaluate, re –set and update) our action plan in order to avoid delays into projects' implementation.

2.8. Please identify your communication and awareness plan

Second Tree

In order to mobilize the civil society towards refugees integration, and raise awareness, our work will include constant communication activities, which among others will include campaigns and dissemination on social media, and involvement of already existing collaborations and networks such as the University of Ioannina and the Municipality.

Municipality of Ionannina

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Both digital and traditional media will be utilized to serve our dissemination plan. To amplify the impact of campaigning, collaborating actors will be asked to join their efforts in available digital channels. Detailed information about the Mol's media plan will be available at a later stage, when all connections will be established.

2. ITALIA | Refugees Welcome Italia

2.1. Please identify the key areas to be addressed for your pilot implementation.

The key areas to be addressed by RWI pilot project are: housing/tutoring/mentoring, language, employment, community integration.

2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

Housing/tutoring/mentoring: can be supported by private (families) involved in the project, because of the inadequacy, insufficiency and/or non existence of public policies/funds. However there are few specific public programs, such as housing contributions or contributions for leaving the reception centers.

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Language: can be supported by organizations dedicated to this focus area (scuole Migranti, Casa dei Diritti Sociali, ecc.). In this case public service is more structured, with the intervention of CPIA - Provincial Adult Education Centers - which are held in public schools.

Employment: can be supported by private (families) involved in the project, but also by CSOs, employment agencies and by public services such as employment centers.

community integration: can be supported by private (families) involved in the project and their networks, but it can be supported also by networks of organizations - CSOs based in Rome which offer this service.

2.3. Please identify the CSO's active in the territory and their area of intervention.

Social support: Centro Astalli, Comunità di Sant'Egidio, Civico Zero, Arci, Casa dei Diritti Sociali, Laboratorio 53, Matemù, Civico Zero, Arci, Casa dei Diritti Sociali, Caritas.

Migrants specific support: Centro Astalli, Cies Onlus, Binario 95, Binario 15, Baobab Experience, Arci, Comunità di Sant'Egidio, Engim, Programma Integra, CIR, Prime Italia, Red Cross, Casa dei Diritti Sociali, Programma Integra, CNCA, Ciancària, Diaconia Valdese, Asinitas.

Companies: Coloriage, Barikamà, RefugeeScart, Kalma

Education: CPIA, Casa dei Diritti Sociali

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Language: Scuole Migranti, Civico Zero, Casa dei Diritti Sociali, ESC

Health: Samifo, Casa dei Diritti Sociali, Caritas Poliambulatorio, San Gallicano hospital, Intersos, Medu,

Sports: Liberi Nantes, Pineto United

Other relevant areas: ASGI (legal), A buon Diritto (legal), Consulta delle Chiese Evangeliche (job), ESC (legal).

2.4. Please identify the priorities for the development of the partnerships, according to the strengths and challenges for the pilot implementation expected to find in this community (topic 1.4 of Template 2), and taking into account the previous topics.

In terms of priorities for the development of the partnership, it would be crucial to reinforce the coordination among the different private and public actors, develop an integrated communication strategy and make the most of the existing resources. Given the current situation, the partnership should also focus on supporting refugees in job search as most them no longer work due to the Covid19 impact (many of them were employed within the restaurant and tourism sectors). It is worth mentioning that RWI is currently discussing with the Municipality of Rome the launch of municipal digital platform aimed at engaging private citizens in supporting refugees

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2.5. Please identify the CSOs with which you will develop partnerships and the specific purpose, goals and responsibilities of the developed partnerships.

- **Priority 1 - Housing/tutoring/mentoring:** Refugees Welcome, Comunità di Sant'Egidio, Chiese Evangeliche, Diaconia Valdese, public (local municipality of Rome-immigration office and social service)

Goal: give shelter/tutoring/mentoring to refugees, leaving the reception centers or coming from the humanitarian corridors, through civil society and families with possibly the economic support from housing contributions (public service) or contributions for leaving the reception centers (private management with public funds);

Responsibilities: RWI will find the families for hosting/tutoring/mentoring, and when necessary, the public will support the cohabitations economically. Comunità di Sant'egidio, Diaconia Valdese and Municipality will support the RWI local team by the indication of the target group.

- **Priority 2 - Language:** Casa dei diritti sociali, CPIA (public)

Goal: refugees hosted/tutored/mentored by families reach a B1 level of Italian language

Responsibilities: refugees welcome will indicate refugees to Casa dei diritti sociali and to CPIA for learning Italian language and for obtaining an official certificate of frequency and achieving B1 level.

- **Priority 3 - Employment:** Programma Integra, Engim, Cies Onlus, Consulta delle Chiese Evangeliche, Public services (employment centers)

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Goal: contribute to the achievement of the economic autonomy of refugees, helping them in finding job opportunities in Rome strictly related to their previous experiences and capabilities.

Responsibilities: Responsible for this priority are CSOs expert in job orientation, such as Programma Integra and Engim Cooperative. For this priority the local authorities also, are asked to be involved.

- **priority 4 - Community integration: CSOs**

Goal: contribute to the social-cultural integration of refugees in Rome through the active involvement of families and CSOs.

Responsibilities: responsible for this priority are RWI and families, civil society organizations such as Comunità di Sant'Egidio, Civico Zero, Arci, Casa dei Diritti Sociali, Laboratorio 53, Matemù, Diaconia Valdese, as they offer different services related to social and cultural integration.

2.6. Please identify how will this network be articulated (coordination, decision-making, representation, formal procedures, among others).

Coordination

The network will be articulated with the coordination of RWI in close relationship with the CSOs present in the pilot project.

Coordination will be guaranteed by periodic updating and meetings (online and offline), shared working tools and procedures and one-to-one contacts.

Decision-making

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RWI will lead this activity in close collaboration with, Chiese Evangeliche, Diaconia Valdese and Comunità di Sant'Egidio, on matching refugees with families and in designing singular refugee personal projects for his autonomy and integration.

Representation

RWI will lead this activity, from national and local communication activities, describing the development and implementation of the pilot project, the steps forward made and the results obtained (in close collaboration with the CSOs involved in the pilot project).

Formal procedures

RWI will lead this activity as regards the housing and mentoring relationship. For the other priorities, each CSOs involved will indicate the procedures to be followed for the implementation.

2.7. Please identify how will this network articulate with public authorities.

RWI will coordinate the activity with public authorities, referring to the:

- Priority 1 - Housing/tutoring/mentoring, in particular with the local municipality of Rome-immigration office and social services, by the indication of the target group and if possible with economic support from housing contributions or contributions for leaving the reception centers;
- Priority 2 - Language, taking advantage of the services provided to refugees by the CPIA to obtain middle school and languages certification;

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- Priority 3 - Employment, can be supported by public services such as employment centers. The CSOs involved in the project will work in close collaboration with the employment centers that often manage the start-up of internship / work experiences.
- Priority 4 - Community integration, for this priority the public authority are lack of responsibilities.

2.8. Please identify your communication and awareness plan

Communication and awareness are two fundamental elements for the success of the initiative, as mentioned above. The digital strategy will be activated to contact and involve potentially welcoming families and activists

In this perspective, communication and awareness are two elements which, although distinct, allow for:

- inform citizens of the possibilities and opportunities offered within the register of families;
- increase public awareness of the importance of family hospitality and mentorship as tools to promote social inclusion and to combat prejudices (with particular attention to what is technically defined as the "moveable center", citizens who do not have a specific position on the issues of forced immigration in which the experience gained within projects supported by the European network of EPIM Foundations will be valued);
- aggregate and involve third sector organizations and informal groups to promote synergies and territorial collaborations;
- mobilize citizens to become welcoming families / mentors / tutor families.

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Awareness-raising, information, territorial animation, engagement and involvement of relevant stakeholders will be implemented by RWI, but also, formal and informal reunions, one-to-one organizations recruitment, training sessions, storytelling and word of mouth through existing networks (RWI local group and volunteers/families/tutor families networks).

2. ITALIA | Consorzio Veneto Insieme

2.1. Please identify the key areas to be addressed for your pilot implementation.

Whereas the aim of CVI's pilot implementation is to improve the social integration and autonomy of migrants within the hosting society, the keys to be addressed are: mentoring, community integration, language, employment.

Community integration can be achieved by a **mentoring** program supported by private actors (individual and families) involved in the project, and their social networks.

Community integration can also be supported by CSO's operating in the area.

As for **language** and **employment**, both are key areas that can be supported by the mentors involved in the projects and by their own social networks, as

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well as by private and public actors dedicated to these focus areas.

2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

2.3. Please identify the CSO's active in the territory and their area of intervention.

Involved actors		Principle interests
Reception system (CAS, SAI, FAMI)		Assistance to the person and integration in the territory
Cooperatives (Solidalia)/companies/factories		Social inclusion (through employment integration).
NGOs	Caritas Padova	Assistance on behalf of vulnerable persons
	Granello di Senape, OCV	Social inclusion
	Sant'Egidio	<ul style="list-style-type: none"> Social Integration for marginalized persons,

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		<ul style="list-style-type: none"> • Italian lessons for adult foreigner citizens, • Recreational and after school activities for children.
	Amici dei popoli	Italian lessons for foreigner adults
	Centro Aiuto alla Vita	Support for pregnant women, single mothers, and families with children.
Public entities	CPIA (adults learning centers)	Educational and learning services for adults
Local society		Community integration

5. PORTUGAL | JRS Portugal

2.1. Please identify the key areas to be addressed for your pilot implementation.

- Integration Key Areas:

Social support, Health, Housing, Education, Language, Employability, Cultural orientation, Community integration.

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- Specific Pilot Key Areas:

Recruitment, Training, Monitoring and Support; CSO network development.

2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

- Integration Key areas

Social support: CSO Host institution

Health: SNS. Specific needs sometimes complemented with other CSO partnerships.

Housing: guaranteed under the Integration Program. Housing on Post-programm – JRS Housing Team’s support. Privat market and/or social housing from city councils, when existent. RaCIP Mentors can play a strong support role in this area.

Education: Public Education System

Language: Public programs are weak and inadequate. CSO offer alternative options. RaCIP Mentors can play a strong support role in the area.

Employability: CSO Host institution should guide. RaCIP Mentors might play a strong support role in the area.

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Cultural orientation: A few CSO Host institutions have specific cultural orientation programs. RaCIP Mentors can play a strong support role in the area.

Community integration: RaCIP Mentors can play a strong support role in the area.

- Mentors Pilot Key Areas

Recruitment: Youth groups and academic associations; Social and religious lay associations or other human rights movements.

Training: RaCIP activities and partners (JRS and its network; ISCTE and its network); other JRS Projects (CSI) and partnerships.

Monitoring and support: Technical Secretariate of PAR (JRS)

CSO network development: Technical Secretariate of PAR (JRS)

2.3. Please identify the CSO's active in the territory and their area of intervention.

Lisboa

- JRS Portugal – Migrants Support Center
- CUPAV – Jesuits University Center: university students center
- CATR – Refugees Temporary Center (JRS and CML)
- Irmãs Hospitaleiras da Parede (PAR CSO);

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- Paróquia do Barreiro – Parish (PAR CSO);
- Missionários da Consolata – Religious Community (PAR CSO);
- Casa do Gaiato – Social Support for Children and Women at Risk (PAR CSO);
- Centro S. P. Nª Sra. Conc. da Caparica – Social Center (PAR CSO)
- Universidade Católica Portuguesa (PAR CSO)
- Universidade de Lisboa
- Universidade Nova de Lisboa
- Portuguese Olympic Committee (PAR CSO)
- Cáritas Portuguesa (PAR SCO)
- Santa Casa da Misericórdia de Lisboa
- Apostolado dos Leigos e Famílias (PAR SCO)
- Pastoral da Família
- Comparte
- Crescer

Each CSO has also its own partners

Braga

- CLIB and its network
- Irmãs Hospitaleiras and its network
- Universidade Católica Portuguesa – Braga Campus
- AE Fil – Philosophy Students Association
- CAB – Jesuits University Center
- MEERU – Association of volunteers for refugees’ support

Each CSO has also its own partners

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2.4. Please identify the priorities for the development of the partnerships, according to the strengths and challenges for the pilot implementation expected to find in this community (topic 1.4 of Template 2), and taking into account the previous topics.

1) Housing: There are no public or formal adequate solutions in these areas. Weak point for integration. Lisboa is facing a huge generalized housing problem. Refugees have lower opportunities due to weak or inexistent local connections and informal support networks.

2) Language: The existent formal responses are inadequate for refugees population. Excessive formalism and weak motivation.

3) Employment: Weak motivation levels.

4) Community Integration: Although Lisboa offers great potential for recruitment and training (as well as specialized support responses), community participation and integration is a major challenge in a big city as Lisboa. Braga has not a problem with this regard.

2.5. Please identify the CSOs with which you will develop partnerships and the specific purpose, goals and responsibilities of the developed partnerships.

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- 1) Housing: Development of partnership and formal protocols with Santa Casa da Misericórdia de Lisboa and City council, to find global solutions for this issue.
- 2) Language: Both in Lisboa and Braga, Universities and university associations; Meeru (Braga); Cupav (Lisboa). JRS developed and is offering trainings on language learning through conversational and informal methodologies, focused on volunteers and non-professionals.
- 3) Employment: JRS employment office, together with RaCIP Mentors
- 4) Community Integration: CUPAV, Meeru, Universities, Church Lay groups, PAR local CSOs. Development of dynamic agendas and activities.

2.6. Please identify how will this network be articulated (coordination, decision-making, representation, formal procedures, among others).

PAR Governance scheme (PAR is a network, not a legal entity):

Executive Commission with 10 strategic members and monthly meetings +
Coordination by one member, elected every year in the General Assembly +
Technical Secretariate providing continuous support and training for host institutions, integration staff, stakeholders, volunteers.

Pilot of Mentoring:

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Creation of groups of mentors with regular meetings, for continuous training, good practices sharing, peer support and selfcare.

2.7. Please identify how will this network articulate with public authorities.

PAR is represented before public authorities by its Coordinator (JRS) on every strategic and political topic.

The Technical Secretariate represents PAR before the High Committee for Migrations on refugees' resettlement and integration issues.

2.8. Please identify your communication and awareness plan

JRS is implementing a Project funded by AMIF for awareness and capacity building at a national level. It includes:

- National Training Program (both for trainers and for CSO, volunteers and other stakeholders)
- National Awareness Program
 - o 4 national awareness Campaigns
 - o 4 meetings for awareness, good practices sharing and host communities development
- Participation in several events of different natures, giving PAR testimony and challenging new members to join the network.
- Local engagement informal activities.

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- **ANNEX. Template 3. Network Development**



WP6 - PILOT SCHEMES ON COMMUNITY-BASED PRIVATE SPONSORSHIP SCHEMES

This template was created under WP6 and is intended to support and identify the following activity designed under this workpack:

(6.2) Building of Local Networks for Private Sponsorships (LNPS).

While Template 1 regards to the Pilot Scheme definition, and Template 2 refers to mapping and identifying the territory and relevant CSOs for the pilot's implementation (descriptive purpose), Template 3 aims to guide the Partner's action on that territory (dynamization and mobilization purpose).

Template 3 should be contemplated in articulation with the information provided in Templates 1 and 2.

A. Partner and country

Name of the partner

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Country

Date

B. Building of Local Networks for Private Sponsorships (LNPS)

Once the Pilot Scheme is defined (Template 1) and the mapping of territory and relevant CSOs is completed (Template 2), the Partner will develop a collaborative network with local CSOs and other relevant partners and informal groups, shaped on the PAR model.

2.1. Please identify the key areas to be addressed for your pilot implementation.

Guiding lines:

Integration is a complex and multidimensional process. It includes the satisfaction of basic needs such as housing, language, employment, health, and also psychosocial support, community integration, personal reconciliation among others.

This topic regards to the identification of the relevant areas of integration, which will guide the next steps.

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2.2. Please identify the competent public entities and applicable schemes for each key area (when applicable).

Guiding lines:

Each country has its own institutional system and structure for basic services.

In Portugal, for example, there is National Health System and a National Education system, and refugees have right of access to both.

Housing, language or employment, however, can be supported through specific public programs but are mainly addressed by private schemes because of the inadequacy, insufficiency and/or inexistence of public ones.

This topic relates to the identification of public existent programs, competent public local entities and basic services.

2.3. Please identify the CSO's active in the territory and their area of intervention.

Guiding lines:

Private actors are fundamental in basic services and rights provision, either by reinforcing or complementing the existent responses, or by providing inexistent public ones.

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This topic relates to the identification of private strategic entities.

2.4. Please identify the priorities for the development of the partnerships, according to the strengths and challenges for the pilot implementation expected to find in this community (topic 1.4 of Template 2), and taking into account the previous topics.

Guiding lines:

Taking into account the key areas and the local public/private responses identified in the previous topics, it is fundamental to identify the local resources to be activated, reinforced or complemented for your pilot's implementation, through the development of a dynamic network.

For example, in PAR there are some communities with very strong networks for youth integration, but few responses for employability or mental health care; other communities have very strong public services, while in others the CSOs are fundamental for basic needs protection.

This topic relates to identifying and understanding the local resources and its optimization.

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2.5. Please identify the CSOs with which you will develop partnerships and the specific purpose, goals and responsibilities of the developed partnerships.

Guiding lines:

The identification of priorities will guide the identification of the relevant CSOs to partner with. Each partnership should have a defined, specific and clear goal and responsibilities.

2.6. Please identify how will this network be articulated (coordination, decision-making, representation, formal procedures, among others).

Guiding lines:

Whether your network is more or less formalized, it is crucial to guarantee a common vision and goal within the network. As a PS network is not, by nature, a formal entity, this can be a strength, but it can also represent a challenge. This network must be coordinated for a common purpose and a consolidated action. It is fundamental to identify very clearly who and/or how this coordination is being done. Also, it is important to revisit and debate the project's goals, the integration processes, the challenges and necessities in the field, in order to find solid responses.

This topic relates to internal coordination.

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2.7. Please identify how will this network articulate with public authorities.

Guiding lines:

Every PS scheme must be articulated with public authorities, as the State is the first and final responsible for any citizen's integration. A PS scheme is as efficient as the State is, in a complementary dynamic.

This topic relates to external coordination.

2.8. Please identify your communication and awareness plan

Guiding lines:

Building a civil society network for refugees support and integration requires the mobilization and awareness of civil society members, both collective and individually. A strong communication strategy is fundamental for mobilizing communities, CSOs, volunteers and other informal groups .

This communication strategy is also crucial for the identity, motivation, sense of belonging and common mission of the network, both internal and external.

In PAR, this was and still is permanently developed through formal and informal reunions, awareness campaigns, one-to-one organizations recruitment, training sessions, actions in schools, social networks and web activities, among others.

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This topic refers to your strategy to contact and mobilize the local CSOs to build your collaborative network; to mobilize and motivate the global community; to integrate the partners in the common vision and to incentive their dynamic participation.

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