



**GUIDELINES ON PRIVATE SPONSORSHIP AND COMMUNITY-
BASED INTEGRATION: LESSONS FROM RACIP PROJECT**

July 2022





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Guidelines on Private Sponsorship and Community-based Integration: lessons from Racip Project.

WP2 - Deliverable 2.4

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July 2022

How to cite this publication

Mateus, S., D. Santa-Marta, J. P. Pereira, M. Clemente & T. Seabra (2022). *Guidelines on Private Sponsorship and Community-based Integration: lessons from Racip Project*. Lisbon: Iscte-Instituto Universitário de Lisboa.

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This report 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.



This project was funded by the European Union's Asylum, Migration and Integration Fund.

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Summary

Private sponsorship & community-based initiatives (PS&C-B) are becoming a key instrument of integration in Europe. This document is developed within the scope of RaCIP Project, which is focused on enhancing the capacity building of organisations operating PS&C-B initiatives to support refugees' integration. It is carried out in a European consortium of nine public and private organisations from five different countries (Italy, Greece, Cyprus, Portugal, France) within the European Commission' Asylum, Migration, and Integration Fund framework.

Based on 45 reports from study visits carried out in five countries, between September 2021 and June 2022, this document summarises the knowledge about integration practices and experiences collected by the RaCIP consortium in the study visits.

The purpose of this paper is to identify guidelines for the development of PS&C-B initiatives, which translate the most significant principles that were found, transversally, in the whole set of initiatives visited, in several dimensions of integration processes. The purpose is to assist and inspire civil society in creating, establishing, and improving private sponsorship & community-based initiatives.

Based on a content analysis of the reports, the guidelines highlight a variety of principles which can be explored and put to action in creating refugees' integration and settlement strategies and pathways, regarding:

- Approaches - principles and practical considerations.
- Networks and coordination – links, complementarities, and collaborations.
- Participation – diversity, representation, and involvement.
- Bridging gaps – removing barriers, filling the gaps.
- Awareness raising – sensitization and protection against discrimination.
- Knowledge, training & support – data production, monitoring and learning.

The guidelines can be adapted to meet the needs of local organisations and authorities according to their specific challenges, resources, geographical position, and local context. These are general recommendations, providing an overview of the principles to have in mind when creating or improving PS&C-B initiatives. They outline best practices, are informal and leave room for flexibility in different circumstances. They were developed with the intent to improve the quality of integration initiatives' outcomes, summarise evidence from practices already tested, and empower organisations, staff, volunteers and migrants.

Introduction

Public-private partnerships between governments and private actors for the integration of refugees are recent in the European context. Private sponsorship & community-based initiatives (PS&C-B) are of growing relevance at the local level for promoting sustainable migration solutions, for managing migration challenges and for stressing the positive impact of migrants' social and economic inclusion.

The present document is an outcome of the RaCIP Project, aimed at drafting guidelines on Private Sponsorship Schemes (PS) and migrant's integration through community-based support, to provide information for training and other activities in the project.

As part of the RaCIP project, five study visits were carried out to learn about the work in the field of migrant integration, through private sponsorship schemes, in the locations of the project partners. The visits were hosted by the partner organisations and their networks.

The study visits were an important project output as they targeted the main beneficiaries of the RaCIP project: projects and organisations from EU Member States working on integration, both at national and at local level, through private sponsorship schemes. In addition, they were an opportunity for participants and partners to know each other and to visit specific sites and directly interact with the different stakeholders involved. The study visits directly involved approximately 109 persons, including project partners, organisation and projects representatives, volunteers and migrants.

The visits aimed to be a practical and effective tool to foster learning between organisations and practitioners, by providing a forum for discussion and common learning; as well as to enable participants to share and exchange specific data, lessons learned, knowledge, tools and approaches related to integration.

To ensure a smooth and comparable execution of the five study visits, the project partners agreed on a common methodology.¹ The methodology consisted in common standards for the organisation of the visit and an analytical framework, including guidelines and recommendations about who to include, how to conduct the visits, and

¹ Mateus, S., D. Santa-Marta, J. P. Pereira, M. Clemente & T. Seabra (2022). *Study Visit Reports* (Deliverable 2.2 for RaCIP Project). Lisbon: Iscte - Instituto Universitário de Lisboa.

how to present the most relevant aspects of each organisation and the context of its actions. The common agenda recommended the inclusion of the following activities:

- Introducing the context, site, and everyday environment of the organisation.
- Observing/participating in daily activities.
- Meeting with migrants' representatives and community leaders.
- Meeting with practitioners and project staff.
- Meeting with heads of organisations and stakeholders.

After the visits, partners were invited to analyse their notes and discuss it with their respective teams to generate the information to fill in a visit report (per team) and the evaluation form (per participant). The report template included the following fields:

- Description of the visit, persons involved, and methodologies contacted.
- Results observed.
- Lessons learnt.

The information analysed in this document was drawn from the 45 study visit reports produced by the partners. Methodologically, this paper details the content analysis of the reports written by the participants from the study visits. The participating teams brought together an average of 21 people for each study visit, making a total of 109 participations in the five study visits. Most participants took part in more than one study visit. Overall, the participants were between 24 and 55 years old and had university education. They were mostly composed of technical staff of the RaCIP partner organisations, also including managers/directors, social workers, educators (teachers, trainers), advisors, researchers, volunteers, students and external collaborators.²

The paper is structured as follows: section one provides a brief discussion of PS&C-B initiatives in Europe. Section two describes the study visits. Section three is concerned with the methodologies and approaches that were observed during the study visits. Section four examines the main migrant and organisational needs identified by the participants in the visits. The fifth section gives a brief overlook at results achieved by the different organisations and practices observed. Finally, section six details the guidelines for the development of private sponsorship & community-based initiatives, that result from study visit participants' considerations.

Throughout this paper, the term 'Civil society' will refer to a variety of collective activities operating in the public sphere outside the state, offering "alternative" or "complementary"

² More detailed information on the participants' profile and their evaluation of the study visits can be found in Mateus, S., J. P., Pereira, D. Santa-Marta, M. Clemente & T. Seabra (2022). *Study visits reports. WP2 Deliverable 2.3 (Report for RaCIP Project)*. Lisbon: Iscte-Instituto Universitário de Lisboa.

services to traditional state-led resettlement of refugees. Civil society organisations (CSOs) are diverse in their functions, resources levels, organisational forms, cultural contexts, strategies or approaches – they include, but are not limited to, non-governmental organisations (NGOs), cooperatives, grassroots movements, human rights groups, migrants or women's associations, neighbourhood or community-based coalitions, religious groups, academic and research institutions, among others.

While a variety of migrant and refugee backgrounds can be found among the beneficiaries of the PS&C-B initiatives in Europe, this paper will use the general term 'migrant' as an umbrella term for a diversity of migratory and asylum-related backgrounds: forced migrant, asylum seeker, refugee, temporary protection, subsidiary protection, complementary pathways, and other humanitarian admission programmes. By initiatives, we mean actions to improve migrant living conditions, including activities, efforts, projects, interventions, collaborations, among others. PS&C-B initiatives are the ones that involve a response which facilitates the multidimensional process of integration, led by civil society and private actors, complementing governments' role.

1. Private Sponsorship Initiatives in Europe

As widely discussed elsewhere,³ the presence of public-private partnerships between governments and private actors in migrants, asylum seekers and refugees' integration is a rather recent development in the European Union (EU). Unlike the Canadian case, where the launch of private sponsorship initiatives dates back to the 1970s, in the EU it was only in the last few decades that these kinds of experiences have been taking place, in various of its member states.

Entailing the transfer of responsibility from government agencies to private actors, these initiatives can be considered consistent with the hegemonic neoliberal workfare approach as well as the aim to facilitate the legal and safe pathways of asylum seekers and refugees. In contrast with trust in private sponsorship initiatives as complementary and pragmatic pathways to protection, these experiences have also been described both as a good strategy to ensure the inclusion of migrants, with an implicit underestimation of all the concomitant factors that do not depend on civil society actors; as well as a tool to legitimise and reinforce more restrictive immigration controls over asylum seekers and

³ 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.

refugees, outside community sponsorship, rather than constituting tools of international protection.⁴

Despite the specificities that characterise the different national contexts, an element shared in the implementation of the current private sponsorship initiatives would seem to be their experimental nature, being in a state of continuous adjustment. The networking of current approaches, knowledge and actors is also an objective pursued by the different parties with the declared objective of concretely increasing asylum seekers and refugees' admissions in the European countries and widening their integration in more inclusive communities.

The analysis of the work of a growing number of networks, initiatives and projects illustrates a combination of recommendations which in some cases converge, despite the specificities of concrete areas of intervention.⁵ They involve different dimensions that we could describe as political, financial and organisational, and of intervention. Below we summarise some that seemed relevant for an analysis and discussion of the experience achieved within the RaCIP project.

Among the first, and most obvious, recommendations is the opportunity to define partnership frameworks between government, civil society and the for profit sector to determine roles and responsibilities of private sponsorship initiatives in a clear and transparent form. Engagement with a broad range of community and civil society stakeholders involved in co-design the process is generally suggested. In addition, partnerships are encouraged with local authorities and regional authorities with a focus, in various cases, on securing long-term commitments and avoiding one-off efforts.

⁴ See, i.e., D'Avino G. Framing Community Sponsorship in the context of the UK's hostile environment. *Critical Social Policy*. 2022;42(2):327-349. doi: [10.1177/02610183211023890](https://doi.org/10.1177/02610183211023890); van Selm J. Complementary Pathways to Protection: Promoting the Integration and Inclusion of Refugees in Europe? *The ANNALS of the American Academy of Political and Social Science*. 2020;690(1):136-152. doi: [10.1177/0002716220935868](https://doi.org/10.1177/0002716220935868).

⁵ See, i.e., Agatiello, G., F. Kendall, G. Gori, G. Mante, P. Pezzati (2020). Private Sponsorship for Integration building a European model; IRAP, Niskanen Center, Amnesty International (2021), Recommendations for Private Sponsorship Design in an Expanded Community Sponsorship System, available at <https://www.niskanencenter.org/recommendations-for-private-sponsorship-design-in-an-expanded-community-sponsorship-system/>; ICMC Europe, IOM, UNHCR (2017), Expanding complementary pathways for refugee resettlement, available at <https://www.iom.int/sites/g/files/tmzbdl486/files/documents/ERN%2Bscoping-paper-Private-Sponsorship-in-Europe.pdf>; ICMPD (2021), Policy brief: The promise of an EU approach to community sponsorship, available at <https://reliefweb.int/report/world/policy-brief-promise-eu-approach-community-sponsorship-june-2021>; Research Social Platform on Migration and asylum ReSOMA (2019), "Private Sponsorship Programmes and humanitarian visas: a viable policy framework for integration?" available at https://www.migpolgroup.com/wp-content/uploads/2019/09/Discussion-Policy-Briefs- PSPs_0.pdf

A recurring idea is that community sponsorship programmes should strengthen cooperation between state, social services, NGOs and volunteers so that sponsorship programmes complement rather than replace the provision of public services. Once again, and apparently obvious, is the recommendation that governments allocate sufficient funds and resources to the entities involved in sponsorship.

The provision of adequate services and the promotion of substantial social inclusion is encouraged by the provision of programmes sensitive to the needs and potential of both refugees and host communities, continuous high-quality training for sponsoring groups, valid cultural orientation sessions, both for migrants and for those who intervene in their integration at different times, before and after the arrival, and the provision of monitoring mechanisms of the activities carried out.

As imaginable, the exchange of good practices, the provision of guidelines as well as the increase of communication and collaboration channels between the different parties involved in private sponsorship initiatives constitutes a continual self-replicating recommendation.

2. The Study visits

As part of the RaCIP project, five study visits were carried out. The aim was for the visits to be a tool to foster learning between organisations and practitioners, by providing a forum for observation, discussion and transference of approaches related to private sponsorship & community-based initiatives (PS&C-B).

The study visits were carried out between September 2021 and June 2022, and involved five countries, six locations, and the contact with 41 organisations or initiatives. About 15 volunteers and 27 persons with migrant backgrounds participated as speakers in the study visits. The participating teams brought together an average of 21 people per visit, for a total of 109 participations. Most participants took part in more than one study visit.

The study visits have created a space of practices and knowledge exchange, as well as reflection, through the work and perspectives of a wide range of actors involved in integration. The people with which the participants interacted comprised the technical staff and heads of the organisations, beneficiaries of the programs, volunteers, local governments' agents, European Union agencies' representatives, heads of refugee-led organisations and people with migrant and refugee background working for the

organisations, leading associations, and part of social enterprises (see annex A for more detailed information).

Table 1. Overview of the study visits

						
Number of study visits	Locations	Number of participations	Number of organisations/ projects visited	Number of migrant speakers in visits	Number of volunteers speakers in visits	Number of reports elaborated by participants
5	Nicosia/Cyprus Paris /France Ioannina /Greece Lisbon/ Portugal Padua/ Italy Rome/ Italy	109	41	27	15	45

Due to the covid-19 pandemic the first study visit was held online. It was hosted by Synthesis in Nicosia, Cyprus, between the 20th and the 22nd of September 2021, having 27 participants. The partner prepared live presentations and videos of interviews, through which participants were presented to the work of associations which are part of Synthesis network. The organisations presented offered a broad idea of the legal, demographic, and social situation regarding migrants and refugees. The focus of the initiatives presented were training, social links building, empowerment, gender responses, migrant visibility, translation, language classes, social services, psychological and material support, and bureaucratic mediation.

The second study visit, which took place between the 17th and the 19th of November 2021, was hosted by Réfugiés Bienvenue in Paris, France, in which there was 20 participants. The visit was held at Les Amarres, a Centre in Paris where Réfugiés Bienvenue and other organisations have their offices above a day shelter for newly arrived asylum seekers and refugees. During the visit, participants were introduced to the work of the host partner and of their network. The presenters included representatives of organisations delivering French classes, supporting LGBT migrants and job placement. The participants had the chance to hear the testimonies and interact with a migrant who had been hosted, as well as two hosts. The hub where the visit mostly took place hosts several organisations, which deliver different services to migrants/refugees, creating synergies that benefit the migrants in several ways.

There were 21 participants in the third study visit, which took place between the 6th and 8th of December 2021, in Ioannina, Greece. The visit was hosted by Second Tree and the Municipality of Ioannina, during which the participants were presented to the work of both partners and of their networks. The study visit covered the main aspects of Second Tree's work and the local reality in which they operate. The participants had the opportunity to interact with their volunteers and beneficiaries, were presented to the work of other organisations and interacted with their beneficiaries and the Katsikas Refugee Camp management. During the visit, the Municipality of Ioannina presented the work of the advisory body on migration and integration which discusses integration actions, and to the Intercultural Centre for Social Integration, that provides social and bureaucratic support and advice.

The fourth study visit took place in Lisbon, Portugal, between the 4th and 6th of May 2022, was hosted by Jesuit Refugee Service (JRS) and had a total of 20 participants. JRS Portugal presented their work as the technical secretariat of the Refugee Support Platform (PAR) and as the management and technical support of the Temporary Centre for Refugees (CATR) of the Lisbon Municipality. The work was presented mainly through the testimonies of volunteers with different roles. The participants were presented with the work of a psychology department, cultural mediators and interpreters' staff with refugee backgrounds, and met a centre which holds activities and classes for migrants.

The last and fifth study visit took place between the 7th and the 10th of June 2022 separated in two different cities of Italy. The first part was hosted by Consorzio Veneto Insieme (CVI) in Padua, and the second by Refugees Welcome Italy (RWI) in Rome. There were a total of 21 participants throughout the visit. In Padua, Solidalia Cooperativa Sociale and CVI presented their work. The technical staff of Solidalia gave an overview of the Italian reception system and presented their work through activities around their work labs and through testimonies of staff with refugee background, social workers, and employers. CVI presented their coordination work and some of its partner's work. Moreover, Glocal Factory explained the experience of the social centre "Paratod@s" in Verona. In Rome the participants were presented to the work of RWI and its network through technical staff, beneficiaries, volunteers, employers, mentors, mentees, and with partners of the visited organisations. Among these there were local employers, a member of Caritas' humanitarian corridors, members of several local projects (locals and migrants) of Villagio Globale, members of SIAMO (cooperative Sociale) and the head of UNIRE, a refugee and migrant led organisation.

3. Observed approaches

The participants were introduced to the work of several organisations and initiatives during the five study visits of the project. The institutions that presented their work during the study visits intervene in a myriad of fields to foster migrant integration. Each organisation focuses on a set of aspects relevant for integration in specific areas of action, which are in the same cases directed at supporting particularly vulnerable groups (for profile of the visited organisations and initiatives see annex A). The methodologies and practices developed by the visited organisations and of their networks cover a range of dimensions.

A transversal analysis to the visited initiatives has allowed to identify several fields of intervention, that cover from basic material needs to subjective aspects of integration such as emotional and psychological well-being or social interaction:

- Hosting programmes or other schemes providing housing: provision of shelter, hosting and housing solutions support.
- Integration through work: programmes of safe working spaces, allowing for people to learn and adapt to local contexts, while learning new skills for local labour markets and dealing with possible trauma and psychological distress. Job insertion and corporate social responsibility support.
- Entrepreneurship: Promotion of migrant entrepreneurship and technical support of migrants-owned businesses.
- Language learning: programmes of language learning, both formal and informal.
- Migrants' education and training: employment skills, hard and soft skills enhancement.
- Mediation: supporting the access to governmental services and bureaucratic processes.
- Interpretation, cultural mediation and translation: providing direct or at distance service of interpretation and cultural mediation. Support the translation of relevant materials and information.
- Mentoring and volunteering: programmes supported in careful matching and close accompaniment of both volunteers and refugees.

- Health and well-being: provision of therapy and other forms of emotional and psychological support or helping to access those services. Initiatives which are designed at identifying and supporting vulnerable and discriminated individuals, within migrant groups.
- Day shelters & multifunctional centres: spaces providing hot meals and facilities to perform personal hygiene, charge phones, have access to internet and to several supporting services and workshops in the same space.
- Conviviality: creation of spaces and opportunities for informal contact and relationship building. Promotion of leisure activities.
- Networking: initiatives building a network of professionals and volunteers around migrants.
- Coordination and partnership: creation and participation in European, national and local partnerships with a broad range of actors and authorities for integration-related services, to diversify service provision, advocacy and increasing exchange of knowledge and resources.
- Organizations and state agencies capacity building: provision of tools and knowledge to better equip people which are directly and indirectly involved in integration.
- Staff and volunteers' training: continuous actions of formal and informal training.
- Interventions through art and active learning techniques: public actions, activities, role plays and other sensitization interventions to create awareness, through which actors are confronted with different perspectives or stage different positions in the integration process.
- Targeted actions: programs directed to migrant women needs, LGBT persons or isolated individuals, shelter for victims of domestic violence.
- Outreach actions: teams which go to specific areas to identify people which are in need to deliver information and help (rural areas and slums).
- Humanitarian corridors: identifying the most vulnerable people, providing a safe exit from their home countries and safe transit out.

4. Migrants needs and organisational needs

One of the fields included in the reports completed by the study visit participants concerned the needs perceived in the different contexts, both by the organisations and by the people involved. In this section we briefly identify the main needs perceived by the participants in the study visits. These are the most frequently reported needs, and therefore more transversal and common to the six locations where the study visits took place.

Concerning the migrants' needs, the analysis of participant reports enables us to conclude that the needs identified in the visits focus above all on material, logistical and communication aspects. In addition to these, the ways in which migrants are perceived by the host society are also mentioned.

- Housing – access and habitability: This is a need mentioned in all contexts and locations. It refers to access to housing, standing out the references to location and habitability conditions, particularly of its safety and adequacy to family households.
- Host country language – formal and informal learning: Language learning is a need mentioned in all contexts visited. Besides the need to learn the (new) language in organised training contexts, it is reported that little contact with the host society in informal settings reduces the possibility to learn through an immersion process.
- Multipurpose meeting spaces – building support networks: The need to have spaces within the community context where migrants can make contact with each other and with the rest of the population is also a priority. The meeting places, besides facilitating the formation of support networks, it would facilitate the access to technology and internet, learning, resolution of daily problems with the regular presence of volunteers and/or technical staff.
- Labour market – access to opportunities and professional training: Migrants do not feel they have the necessary support in accessing job opportunities, often because there is no systematic way of knowing what they should do to integrate the labour market. In fact, the lack of clarity about the support they may have (who may help them solve what) is one of the difficulties mentioned. Access to vocational training courses is also a reported need.
- Migrants' representations within the host society: migrants feel the need not to be seen as a problem and as limited individuals. In other words, they need to be

seen as active agents, capable of making choices and finding ways, with support, but without paternalism. In addition, communities should acknowledge that migrants can be an important resource for the community.

Participants have also identified that the organisations that provide private sponsorship & community-based support have needs that are common with the ones indicated previously: to improve access to decent housing at affordable prices; to increase and articulate the support networks to migrants; the need for the existence of meeting spaces with members of the community where migrant live to establish informal networks of support, both material and psychological.

Regarding organisational needs and the improvement of their services, the following needs stand out:

- To improve volunteers and staff working conditions: provide training to deal with particular situations (awareness raising on how to communicate and support vulnerable situations) and provide them with basic psychological training and tools;
- To clarify the role of each institution/organisation in supporting migrants, distributing roles and attributions, in order to avoid both the overlapping of efforts in meeting the same need and the existence of other needs that do not find support to be overcome;
- To separate the conditions of an emergency situation from those necessary for the creation of progressive autonomy intended at full integration;
- To increase dialogue and moments of meeting and reflection between the different entities in the field, including public bodies, to provide a more effective response to the needs of immigrants at different stages of their integration process.

5. Results achieved

One of the fields of the reports filled in by the participants in the study visits was dedicated to results. In this sense, participants were invited to record their impressions on the impacts of the private sponsorship & community-based initiatives (PS&C-B) visited.

A transversal analysis to the opinions of the participants allows to identify positive results achieved in three main areas: housing, work & training; social connections & networks; participation, language & informality.

In the opinion of the participants, the direct and indirect impacts in several dimensions of integration processes that most PS&C-B actions achieve are significant.

Housing, work & training

Hosting promotes integration beyond housing

In all visited hosting programs, migrants, hosts and technical staff have highlighted its benefits beyond providing the basic need of shelter. It has been reported that hosting, by providing a safe and stable place to live, increases migrants' moods and disposition, allowing them to have the space of mind and energy to focus on other aspects of integration. Hosting promotes the creation of horizontal networks and friendship, which contributes for migrants to feel cared for, supported and validated, bringing mutual adaptation and exchange. It has also been pointed out that hosting creates an opportunity for needs and resources to be identified, allowing for insights that can be decisive for the migrant's integration to be taken into account.

Work insertion in safe environments

PS&C-B initiatives based on working environments created with the specificities of migrants in mind (needs and resources) have shown to foster sustainable integration in several ways. Initiatives which identify and value migrants' skills and knowledge contribute for successful and fulfilling careers, which means a high level of integration at material and subjective levels. The safe working environments allow people to work, while learning new skills, local language, creating support networks, processing new environments and while possibly ameliorating symptoms of mental/emotional distress, developing self-worth, and creating trust relationships. Local work culture on rights,

duties and rules amplifies the employability of individuals. Protected environments provide work mentoring while creating job references and experience. Manual technically skilled workshops have also shown to be therapeutic, as people can concentrate and abstract from their problems and situations while regaining a sense of self-value, dignity, and gratification through work.

Continuous training promotes sustainable integration

Several training initiatives were visited, focused on a variety of people directly and indirectly involved in integration. Training has several purposes: to professionalize responses, create awareness to specific issues, to support people in avoiding overwhelming and cultivate resilience and to fight structural discrimination. It has stood out as transversal to all contexts and aspects of integration.

Social connections & networks

Initiatives that involve local communities foster social connections

Most visited PS&C-B initiatives engage local populations to foster mutual exchange, social links and sustainability. Participants highlighted the vital role of local populations in creating informal relationships and developing feelings of belonging. Hosting, mentoring and other forms of volunteering aligned to the expertise of technical staff of organisations creates networks of people with different roles and responsibilities, which give an all-round support to the migrant person/family. To focus on relationships building foster mutual enrichment and growth. Volunteers bring horizontality, trust, closeness and humanised relationships. They also maximise migrants' resources, opportunities, the chances to overcome individual challenges through practical problems' solving and mobilise more resources within the community through personal networks. It has been reported by several actors that volunteers are the "windows" to local contexts, increasing the curiosity about the new context and the motivation to learn local language.

Organizations working in partnerships and multifunctional hubs facilitate integration

Most visited initiatives work in partnership and have activities and/or services other than their main area of action, which has shown to have wholesome results as it helps create opportunities for integration in complementary dimensions. Working in partnership creates a support network around migrants' dynamic needs. Hubs create synergies, and proximity between organisations and organisations and beneficiaries. By bringing people together in the same space that may be experiencing similar challenges, the hub allows for networking and for solutions and resources sharing.

Advocacy and partnership with the state are essential

Bureaucratic mediation and legal support to access status and rights are a vital support to migrants, and are services provided in some of the visited initiatives. Advocacy aligned to well-structured intervention has been highlighted as bringing visibility, partnerships, and opportunity to contribute with knowledge and expertise in shaping programs and policies with governments, as well as ensuring the rights of vulnerable and invisible groups within migrants.

Participation, language & informality

Working with, not for, migrants

Most visited initiatives involved people with migrant and refugee backgrounds in its structures, however occupying different positions. The initiatives which have stood out has being more horizontal and of more value to integration were those which involved migrants in decision making processes and evaluation mechanisms, leading to relevant outcomes. The creation of working projects with migrants, where they can put their resources, expertise and talents at use have shown to impact feelings of self-worth, satisfaction, participation and belonging.

Flexible and informal language learning environments

Local language learning has been commonly addressed as a main facilitator of integration. Informal relations are vital moments of local language learning. Within formal learning contexts it has been highlighted the benefits of including different tools and methodologies to address various language and literacy levels to foster effective learning.

6. Guidelines for the development of private sponsorship & community-based initiatives

The study visits described previously enabled the participants, in all their diversity, to identify several learned lessons that are the basis of the following guidelines for the development of private sponsorship and community-based initiatives. The guidelines were identified by the reports' contents analysis. They translate the most significant principles that were found, transversally, in the whole set of initiatives visited, in several dimensions of integration processes. The following guidelines are therefore intended to assist and inspire civil society in creating, establishing and improving private sponsorship & community-based initiatives (PS&C-B).

Guidelines are general recommendations, providing an overview of the principles to have in mind when creating or improving an action. They'll outline best practices, are informal and leave room for flexibility in different circumstances. They are developed with the intent to improve the quality of outcomes, summarise evidence and empower.

The guidelines are organised under six fields: 1) Approaches; 2) Networks & coordination; 3) Participation; 4) Bridging gaps; 5) Awareness raising; 6) Knowledge, training & support. The following table summarises the fields, their contents, and a set of guiding questions. The guiding questions encourage reflexion and a sense of understanding of the underlying principles.

Table 2. Fields, contents, guiding questions and principles

FIELDS						
	1) Approaches	2) Networks & Coordination	3) Participation	4) Bridging gaps	5) Awareness raising	6) Knowledge, training & support
CONTENTS	Principles for practical considerations	Links, complementarities and collaborations	Diversity, representation and involvement	Removing barriers, fill the gaps	Sensitization and protection against discrimination	Data production, monitoring and learning
GUIDING QUESTIONS	<ul style="list-style-type: none"> ○ Which principles to take into account when planning or improving PS&C-B initiatives? ○ Which key factors should be integrated into approaches? 	<ul style="list-style-type: none"> ○ Who are we involving in the initiative and why? ○ How does the initiative complement and articulate across multiple sectors, levels and dimensions of community and social life? ○ How does it relate with other local, national and international actors? 	<ul style="list-style-type: none"> ○ How can the initiative reflect and support the diverse populations involved? ○ Are forced migrants, staff and volunteers embedded in the initiative design and monitoring? 	<ul style="list-style-type: none"> ○ How does the initiative reduce obstacles for the participation of diverse and underrepresented groups? ○ How does it link persons, sectors and institutions previously disconnected? ○ How does it reduce bureaucracy or simplify procedures? 	<ul style="list-style-type: none"> ○ How does the initiative fight discrimination and gives visibility to migrants' challenges and needs? ○ How does it educate and sensitise the host community, stakeholders, state agents, technical staff and volunteers? 	<ul style="list-style-type: none"> ○ How does the initiative produce data on local reality? ○ How does it promote skills among participants? ○ How does it assess impacts and satisfaction of participants? ○ How does it support learning?
PRINCIPLES	<ul style="list-style-type: none"> ● Flexibility ● Customization ● Highlighting migrants' agency ● Organisational learning and teams' support ● Conduct & simplification ● Autonomy ● Building a village ● Going beyond basic needs ● Empathy ● Protected experimentation ● Defining the role of volunteers 	<ul style="list-style-type: none"> ● Creative engagement ● Sharing responsibility ● Building trust ● Creating social links ● Including refugee-led organisations ● Going digital 	<ul style="list-style-type: none"> ● Sharing authority and giving voice ● Listening ● Diversifying the perspectives ● Seizing the positive momentum 	<ul style="list-style-type: none"> ● Widening coordination ● Building channels ● Bridging gaps ● Mediating and following up ● Creating safe spaces ● Addressing invisible migrants 	<ul style="list-style-type: none"> ● Fighting discrimination ● Diversity sensitization ● Outreaching 	<ul style="list-style-type: none"> ● Monitoring & evaluation ● Data production ● Training and collaborating ● Empowering ● Expectation management



Approaches

Principles and practical considerations

- Which principles to take into account when planning or improving PS&C-B initiatives?
 - Which key factors should be integrated into approaches?
-
- Flexibility: approaches and actions in PS&C-B initiatives should be highly flexible and open to migrants' dynamic needs and suggestions. Adaptations and case-by-case approaches are key to respond to the multiple, complex and changing migrant needs, but also civil society needs and resources. Mixing formal and informal interventions allows for more flexible and holistic interventions, which relate to empowering and humanised understandings of migrants as social and emotional beings.
 - Customization: One size fits all type of approaches, or rigid models, does not recognise the diversity of needs among migrants. Migrants are heterogeneous and diverse across a wide range of variables including ethnicity, gender, status, capacity, labour market experience, and age profiles, among others. Rigid models generate exclusionary practices and leave out those who do not fit. Setting up specific responses, gendered and other, allow for migrants to access larger, and fairer, opportunities, therefore increasing integration. Also, reward/punishment dynamics are not very suitable for people who often find themselves involved in mechanisms that go beyond their freedom of choice, as migrants. For instance, adapting activities scheduling according to the cultural and religious settlements of the participants creates a sense of belonging, stimulates engagement, and avoids non-attendance. Diversity of technical staff and volunteers in terms of ethnic origin, social affiliation, age or gender, among others, are also key to responding to the migrants' diversity. To involve diverse actors' insights and expertise into PS&C-B initiatives is a way to improve its relevance and impact.
 - Highlighting migrants' agency: PS&C-B initiatives are key to enable migrants to use the full range of their skills and competencies, to fight power imbalances and to provide empowering and anti-oppressive tools. Resources, creativity, perseverance, and agency of migrants should be acknowledged, valued and included when creating PS&C-B initiatives. Migrants are an asset, as well as adaptive, innovative, entrepreneurial, creative and supportive.

- Organisational learning and teams support: There are no perfect solutions in the field of migrant integration, only challenges to overcome collectively. An organisation's potential to learn and develop over time is one of the most important assets. Systematically sharing experiences and reflective thoughts provides the basis for developing best practice and knowledge creation within an organisation (and between organisations). These practices are very important to avoid the psychological and social distress and risk of burnout, which are high for people who work within the field of integration. Previewing and providing the working teams with decompression activities/ spaces/ mechanisms and psychological first aid training is important.
- Conduct & simplification: Definition of clear rules, if possible involving all participants and codes of conduct, are mechanisms for the organisations' accountability which everyone, including the migrants, need and can benefit from. However, these mechanisms should not be high on bureaucracy or inhibit a certain level of informality. Direct informal support and low and simple documentation and bureaucracy are a benefit in integration processes. Clear rules result in clear communication, improves mutual understanding and stronger relations between participants in PS&C-B initiatives, impacting positively on integration.
- Autonomy - Supporting and fostering migrants' autonomy and self-validation, through providing the most information possible on options so migrants can make their own informed choices. Prevent *welfarism*, paternalism and *assistentialism*, acts of charity and practices of benevolence and compassion that do not fully acknowledge social rights and the need for autonomy and emancipation. Not encourage or discourage people of their wishes and decisions, but rather inform about the where and how.
- Building a village: Building a small community around the migrants, made of volunteers, technical staff, and other local/territorial organisations. PS&C-B initiatives should overcome the risks of a one-to-one relationship by creating space for networking, accompaniment and community-based support. For instance, mentors, even if "responsible" for a single mentee, should act within structured or semi-structured groups and communities. This allows everyone, technical staff, volunteers and migrants, feel part of a community of solutions.
- Going beyond basic needs: to go beyond providing for basic needs, covering relational, cultural, social, and recreational aspects creates opportunities to foster feelings of belonging. Creatively activating different resources, such as art, or sports - those amplify visibility and voices, creating awareness of inequalities in society through actions that engage both migrants and previously settled populations and bring their communities together. PS&C-B initiatives can help greatly in building social cohesion and providing dignity to migrant's lives.

- Empathy: PS&C-B initiatives rely frequently on motivations based on sentiments, humanistic values and empathy, which facilitate the establishment of mutual empathy and respect relationships that foster mutual enrichment and growth. Train staff and volunteers to balance professionalism with human warmth. It is also important to clarify technical staff and volunteers' roles and responsibilities, and migrants' rights and responsibilities.
- Protected experimentation: PS&C-B initiatives which facilitate the protected experimentation and development of learning, labour market, or social skills and practices are vital in integration processes. The creation of working, learning and social spaces and projects with migrants, where they can put their resources, expertise, talents at use impact feelings of self-worth, satisfaction, participation and belonging, are much relevant for successful integration.
- Defining the role of volunteers: The added value of volunteers in PS&C-B initiatives is crucial. Volunteers bring horizontality and trust to integration processes, as well as recognition and validation of people's existence beyond their present refugee situation. They maximise resources and opportunities, and contribute to change the perceptions of migrants about local contexts. They help to rebuild the idea of home and normal daily life. Relationships with the volunteers have thus an enormous potential, as they allow migrants to become familiar with a wide range of information, rules and values implicit in local reality. However, it does not replace technical expertise. It's important to set clear boundaries between the volunteers' role and activities and those of paid technical staff to avoid conflicts, overlapping, and overwhelming the volunteers. Responsibilities and limits of each role should be well defined and clear for everyone involved in the processes, including migrants.



Networks & coordination

Links, complementarities and collaborations

- Who are we involving in the initiative and why?
- How does the initiative complement and articulate across multiple sectors, levels and dimensions of community and social life?
- How does it relate with other local, national and international actors?

- Creative engagement: Partnership potential needs to be envisioned creatively. The articulation between CSOs, local community, public authorities and local stakeholders are key for integration processes. Inclusion of different stakeholders in PS&C-B initiatives fosters accomplishments, creating opportunity for new practices and policies to come into place, for new solutions to be implemented and for changes to happen in the local social fabric and structures. Partnerships are of utmost relevance in maintaining organisations active, in accessing resources that may not be available to smaller or larger scale organisations and in directing people to the services which are beyond the organisations' scope. For instance, seek out opportunities offered locally where migrants are not involved, request a partnership and actively seek to involve them. Another possibility is to promote the connection and communication between public institutions that are not connected. Collaboration and cooperation are key. Services for migrants and for the local population are only made more effective by making strategic partnerships with complementary expertise.
- Sharing responsibility: Only a group of institutions (including CSOs, volunteers, local authorities, businesses, and others) can respond to the complexity of the individual needs of migrants. Networking and coordination allow each of the actors involved to intervene on a specific aspect of the migrant person's life. These interventions allow the welcoming organisation/ community/volunteers to not have to manage all the critical issues of the life of a migrant person, but to be able to accompany this person through a series of services that offer expertise solutions, making hospitality a process of shared responsibility. Organisations working in networks can easily direct and reference people to the right service program. Synergy makes it possible to respond faster and more adequately to social emergency situations, particular needs, and complex challenges.
- Building trust: Communication between actors is an essential part of maintaining quality of service and continuity, and to find solutions for complex needs. Consult, meet and communicate frequently with local actors, and actively participate and promote actions that contribute to policy coherence and multilevel coordination. For state engagement to be effective, it should consult and engage with the organisations and with the public that is affected by their policies. Improve the CSOs ability on giving feedback about integration needs to all levels of government.
- Creating social links: Local communities' involvement, as well as interaction with members of the local population are essential for integration, not only for socialisation, but also for solidarity building and feeling of inclusion. Actively build on links in-between migrants, between migrants and local communities and migrants and institutions.

- Including refugee-led organisations: Refugee-Led Organisations (RLOs), Refugee Community Organisations (RCOs) and individual refugee and migration experts are very important stakeholders in refugee and migrant integration both at the policy and practical level as well as on the grass roots and local community level. They are relevant actors in decision making and formal and policy processes. Therefore, it is important to promote their active and horizontal participation, dialogue, and exchange on local networks.
- Going digital: Digitalization affects all domains of integration, and also the possibilities of networking. Producing digital information and solutions are key in PS&C-B initiatives. Create, use and contribute to job platforms, housing platforms, volunteer platforms, among others. Make use of digital resources while communicating with partners.



Participation

Diversity, representation and involvement

- How can the initiative reflect and support the diverse populations involved?
- Are forced migrants, staff and volunteers embedded in the initiative design and monitoring?

- Sharing authority and giving voice: To develop channels to have migrants' voices systematically informing and co-designing projects and policies and including migrants in decision making processes leads to relevant outcomes and useful use of resources and spaces. It fosters participation, feelings of belonging and sense of autonomy. This creates solutions that can be out of reach for organisations and their agents alone to come up with. A greater involvement of migrants' voices and expertise in decision making and development processes is also an opportunity to change the "giver - receiver of services" model, by shifting to a sharing resources and skills model, transforming migrants from mere receivers of services to primary actors in their own integration processes. By partnering up with refugee-led associations and migrant background persons, PS&C-B initiatives foster relevance and adequacy of the activities, but also the political participation and the mainstreaming narrative changing (from needy victims to active agents of change).

- Listening: all participants in PS&C-B initiatives bring their own specific vision and motivation to it, which if incorporated can positively impact the outcomes of projects. Give technical staff and volunteers’ autonomy to experiment and be creative to develop methodologies and provide actions which respond to contexts. Active listening and transparent communication between technical staff, volunteers, migrants, and other people involved, especially about their roles and what they can and cannot deliver helps setting realistic expectations, promotes trust, allows for the co-creation of personalised interventions and horizontal relationships. Communication is a key aspect of integration. Ensure that migrants can express themselves in a language they master, through interpreters if needed. Using, assessing, teaching, and learning digital skills are key in PS&C-B initiatives.
- Diversifying the perspectives: Increase the diversity of technical staff, participants and volunteers in organisations, by ensuring equal treatment in their recruitment. Diversity of personnel contributes to make direct contact with migrants easier, to establish successful integration models, and to change mentalities among technical staff, participants and volunteers themselves, as well as local society. Organisations’ members with migrant backgrounds are important assets in all kinds of processes.
- Seizing the positive momentum: Take advantage of civil society momentum in the wake of particular events, when public opinion is favourable and sensitive, to conscientize and involve all actors, public and private in integration processes. Maximise opportunities of spontaneous social movements and turn them into community resources and integration knowledge and practices. Mobilise volunteers quickly as to not lose motivation.



Bridging gaps

Removing barriers, filling the gaps

- How does the initiative reduce obstacles for the participation of diverse and unrepresented groups?
- How does it link persons, sectors and institutions previously disconnected?
- How does it reduce bureaucracy or simplify procedures?

- Widening coordination: the adoption of multi-sectoral and coordinated local actions bridging social, economic, urban, and political domains is key. This means going

beyond actions targeted exclusively to migrants only and to consider migrants as part of any local action: from urban planning to local economic policy to social inclusion. Help public offices to consider the intersection of migration with their areas of focus.

- Building channels: Filling gaps of communication and accessibility to services, legal status, education, labour and housing markets is key in integration processes. PS&C-B initiatives, through the community and civil society's involvement, can build those important connections by individual personalised responses.
- Bridging gaps: bring together services and resolving barriers created by the bureaucracy and the structure of public institutions that tend to be well separated, by innovatively bridging the gaps between legislation, needs and reality on the ground; or by redefining location and services centralization, making sure services are in places where migrants are and will go.
- Mediating and follow up: PS&C-B initiatives gain in strengthening the connection between volunteers and migrants. Improving the experience of both parties helps to better manage expectations, prevents conflicts, improves exchange and reinforces relationships. Cultural mediators are key in this process and may be considered as “superpowers” and “diamonds”, making sure that both, volunteers and migrants, understand each other and migrants comprehend and have information to navigate the basic services of their residential area.
- Creating safe spaces: it is crucial to create safe spaces where migrants can feel at home and find support to their needs, as well as to socialise and get acquainted with local contexts and culture. In this process, it's important to consider special needs and particular groups, such as women, LGBTQ+ populations, people with disabilities or young people, and think about what a safe space is, specifically for these groups. Be mindful of the positive effects of calm and comfortable facilities. Building safe environment workspaces, with flexible conditions, to allow people to acquire new hard/technical and soft skills to (re)integrate the labour market while possibly ameliorating symptoms of mental/emotional distress, developing self-worth and creating trust relationships; or creating communal social spaces, that allow to sit around a table and have a cup of tea or eat together or attend meetings, talk, make one's resources available, are crucial to the integration processes.
- Addressing invisible migrants: migrants are not homogeneous, and its diversity is not only cultural, geographical, racial or linguistic. They include women, LGBTQ+ populations, people with functional diversity, young and elderly people, and homeless, among others who may have specific needs, and which can be particularly underrepresented and marginalised, requiring efforts to be involved in the initiatives. Reach for the most vulnerable and isolated.



Awareness raising

Sensitization and protection against discrimination

- How does the initiative fight discrimination and give visibility to migrants' challenges and needs?
 - How does it educate and sensitise the host community, stakeholders, state agents, technical staff and volunteers?
-
- Fighting discrimination: Design strategies to fight discrimination against migrants. Sensitise the host community via meaningful and targeted awareness campaigns that support migrants and host communities, humanise migrants and build empathy and solidarity, by reinforcing notions of a shared humanity, inclusiveness, and respect. Engage in positive communication initiatives about migrants, including migrant role models. If possible, design and carry strategies to support migrants to deal with stigmatization and discrimination.
 - Diversity sensitization: Cultural awareness is critical to educating to effectively deal and respond to the challenges of integration. Train stakeholders, state agents, technical staff and volunteers, but also migrants themselves regarding diversity, intercultural questions, migration and intersections with gender, LGBTQ+ questions, and others. Embracing diversity, equity, and inclusion is vital to enable people and organisations to understand how to serve migrants' needs. Avoid the use of stereotypical, negative expressions that can create or increase stigma, and focus on inclusive language.
 - Outreaching: Promote outreach actions and strategies. Disseminate the idea of an active civil society through social media and internet campaigns to "spread the word" and attract volunteers/mentors. Perform sensitization events and gathering places, campaigns and fundraising. Involve migrants and volunteers in knowledge dissemination. Promote events and services that put together local communities and migrants. Projects open to the community that provide services both to the community and to migrants generate social cohesion. PS&C-B initiatives can contribute to building capacity to ensure resilient communities and sustainable livelihoods by involving and responding also to locals' needs.



Knowledge, training & support

Data production, monitoring and learning

- How does the initiative produce data on local reality?
- How does it promote skills among participants?
- How does it assess impacts and satisfaction of participants?
- How does it support learning?

- Monitoring & Evaluation: Develop evaluation tools and mechanisms to assess the participants' satisfaction to maintain or change objectives and strategies accordingly. PS&C-B initiatives are more relevant to migrants needs if organisations regularly survey for its relevance and quality. Data and information management (users, processes, results) are central to consolidate and plan initiatives, strategies and their effectiveness, but also to contribute to public awareness, dissemination and funding. Set mechanisms to learn from failed, but well needed initiatives.
- Data production: Integration requires data and technical skills. Carry out evidence-based research to gather data regarding PS&C-B initiatives, which can inform and foster institutional collaboration. Local-level data on refugees, migrants, and citizens is needed. Set participatory and inclusive processes for data collection in organisations and neighbourhoods, including consultations from national and local authorities, civil society, academia and the private sector, as well as migrants themselves. Partner with local universities for technique and creativity exchange. Data should be discriminated by gender, age and vulnerability status to ensure a sound understanding of migrants' challenges.
- Training and collaboration: collaborate and provide training of technical staff, civil servants, services offices, including law enforcement personnel, teachers and health care providers to develop their knowledge and skills to expand accessibility and opportunities for marginalised populations whatever their origins. For instance, by providing intercultural awareness, anti-discrimination and human rights protection training. Training paths should be adapted to local contexts, in dialog and including

local migrant populations. Inclusion of role play or storytelling in training, either in first person accounts (which could make use of digital means) or by directly involving migrants in training sessions, can be a way to create awareness of gender and diversity issues – as a way to assess issues and in the development of inclusive methodologies. Volunteers' training must be flexible and include tools for effective, open and clear communication with mentees/guests about the motives, personal goals and program goals, other volunteers and technical staff and practical tools to set healthy boundaries.

- Empowering: Migrants, and their representatives, should be empowered through appropriate knowledge, skills and abilities in order to exercise and claim their established rights and become active social, economic and cultural actors.
- Expectation management: Knowing the expectations and skills of technical staff, participants and volunteers allow to offer a training that is tailored to their needs and provide stimulating inputs, and that it's more effective to deconstruct false or non-realist expectations. It's crucial to actively avoid creating illusions or false expectations for all actors involved. Training of volunteers should target the development of the most adequate attitudes to foster mutual exchange, autonomy, to avoid paternalism, burnout and overwhelming feelings. Pragmatism and expectations management are very important in interpersonal dynamics and relationships between migrants, sponsors, volunteers, and support workers. Unrealistic expectations may happen in everyone involved (not only to migrants).

Final remarks

The aim of the present document was to summarise the knowledge about integration practices and experiences collected in the five study visits carried out within the scope of RaCIP Project, which is focused on enhancing the capacity building of organisations operating PS&C-B initiatives to support refugees' integration.

Building on study visit participants' insights, this paper illuminates several key points of processes towards the integration of migrants and describes the main practical challenges to, and opportunities of, PS&C-B initiatives in this field. The proposed guidelines for the development of PS&C-B initiatives express the most significant principles that were found, transversally, in the whole set of initiatives visited. They can be adapted to the creation of integration and settlement strategies and pathways, to meet the local particularities and needs.

Especially when combined with, rather than replacing, the provision of public services, PS&C-B initiatives have shown to offer major opportunities for integration and social cohesion by providing partnerships, flexibility in solutions, institutional structure and social links, among other advantages. We hope that these guidelines may inspire civil society in creating, improving, and establishing new PS&C-B solutions.

Annex A. Visited institutions/initiatives

Nicosia/Cyprus

- Synthesis is a centre of social entrepreneurship and social innovation, in Nicosia, which creates and implements research and educational projects of social impact in the areas of social inclusion, sustainable development, employment, entrepreneurship, and migrant integration. It intervenes mainly through non-formal education actions, directed to youth and adults that are at the risk of social exclusion, focusing on the development of knowledge, values, and skills to mobilise people to fully engage in civic, political, and economic life. Regarding migrant integration, Synthesis provides mainly language courses and skills acquisition training to facilitate integration through language and employment.
- Cyprus Refugee Council (CRC) focus on refugees, asylum seekers, detainees, trafficking victims, and survivors of torture, works closely with the local society to provide quality services at the individual, community, and policy level. It supports the integration of refugees, giving them legal, psychological and social support, struggling to make the labour market fairer for migrants with training to increase skills, job shadowing paths and mentoring.
- The Center for Social Cohesion, Development and Care (CODECA), is an NGO that aims to promote social cohesion, development, and care through the provision of social care services and evaluation of programs to combat the economic and social exclusion of vulnerable groups.
- MiHub, is a migrant information centre, which supports migrants by working with them to identify needs, so as to provide them with information to access services and resources that meet their needs and are available to them. It uses technology to better allocate and assist migrants through a case management digital tool and unified procedures, which helps the centres to support migrants in a consistent manner and to maximise resources and skills to better direct the migrants. The organisation has a mobile unit that reaches isolated individuals offering social, psychological, and material support, as well as a short-term emergency shelter for vulnerable people.
- The Social Café creates a safe place for refugees to socialise and get acquainted with local contexts and culture, offering workshops such as skills development, entrepreneurial skills, surviving language courses (Greek), stress and crisis management (managing daily life through resilience, perseverance). The activities

strengthen refugees' knowledge, skills, and employability and open space for networking.

- The Dignity Centre, a community centre directed to those that are without any other form of support, providing access to basic tools and resources, such as food, Greek classes, skills workshops, help designing a CV and personal care services.
- The Global Refugee Sponsorship Initiative (GRSI) works to assist and inspire countries around the world to open new pathways for refugee protection. The global organisation shares Canada's history, experience, and leadership in private sponsorship and supports the creation of new programs that countries design to meet their unique needs. Through its work with local organisers, GRSI aims to increase and improve global refugee resettlement.
- Generation for Change CY it's an association created by migrants to migrants, which promotes integration by creating visibility and recognition through the stories of the migrants and refugees. The association uses arts to amplify visibility and to create awareness of inequalities in society, through actions that engage migrants.
- Clowns Without Borders is an organisation which helps children heal through laughter, supporting refugee children around the world through play.

Paris/France

- Réfugiés Bienvenue, an association in Paris, provides housing through a private hosting program as an emergency answer, while assisting refugees accessing social housing as a long-term solution, and supports asylum seeking processes. The association has a small-scale impact with a personalised, strong and long-term impact for each migrant. Beneficiaries are supported mainly through housing but also with bureaucratic and cultural mediation, education, training, work pathways and social and emotional care. The association also raises hosts and supports them throughout the process, serving as a mediator between hosts and guests to smooth and professionalise the process. The partner is in the process of creating co-living spaces and is funded by private and public funds from foundations, donors, government grants and fundraising campaigns.
- Les Amarres, a day shelter for single adult asylum seekers and refugees, mostly homeless or living in informal camps, provides essential services, social support, accommodation research, as well as cultural and French-learning activities. The hub concentrates many services which allows the migrants to access relevant information and services in the same place.

- Ecole Thot, Language school for new arrivals providing learning through formal and informal dynamics, also offering a professional psychotherapeutic listening centre and a social office which counts with the presence of an immigration lawyer. The school does not require documents to enrol and charges a symbolic fee to create the sense of commitment.
- ARDHIS, an association which delivers support for LGBTQIA+ Asylum Seekers, providing them with legal and bureaucratic support, safe housing and emotional support. The association also advocates for LGBTQIA+ Asylum seekers rights and to educate people in private and public services.
- ACINA, an organisation which sustains the integration of the most vulnerable people through access to rights, employment and housing. Its projects, which involve outreach actions, seek to consider the opportunities and needs in the territories and to enhance the talents and skills of people while promoting their active inclusion in a sustainable way. ACINA works with migrants to identify needs and resources, co-designing solutions.
- The Refugee Food Festival, an initiative which promotes migrant integration through the food sector, aiming at changing the view of refugees to active agents in society.

Ioannina/Greece

- Second Tree is a volunteer-run grassroots humanitarian organisation focusing their action on refugee camps in Ioannina, which has three main areas of intervention: English and Greek classes (mostly English) given by certified teachers, a scouts' program for young refugees that provides them meaningful activities and the Twinning Integration Programme.
- The municipality of Ioannina presented their work on migrant integration through their advisory body on migration and integration, which discusses integration actions, and their new Intercultural Centre for Social Integration - Akadimia, that provides social and bureaucratic support and advice. The partners invited some organisations of their network which have exposed their work and practices to the RaCIP partnership.
- The International Organization for Migration- Helios Programme representatives, which activities range integration courses, accommodation and employability support, integration monitoring, and sensitization actions directed to the host community.
- UNHCR representatives acting through a Greek language program, focused on developing functional language skills for adult asylum seekers and refugees.

- The Fysa Roufa, a café which concedes a space to second tree language classes and is open and welcomes migrants, one of the safe public spaces for refugees in a local environment not much welcoming of refugees.
- Habibi Works, a centre just outside of the Katsikas refugee camp provides meaningful activities outside de camp and a safe, warm and comfortable space for refugees living in the katsikas camp. The centre is divided into several workshop spaces, where migrants teach and learn skills and produce pieces for their own use. The workshops are often changing to address the needs and resources of its users, including them in the process of change.
- Arbeiter Samariter Bund (ABS) is the organisation that manages the katsikas camp site.

Lisbon/Portugal

- Jesuit Refugee Service (JRS) is an international Catholic non-governmental organization, aiming to accompany, serve and advocate for those who have forcedly moved from their homes. JRS Portugal, based in Lisbon, oversees the coordination of the technical secretariat of the Refugee Support Platform (PAR) and manages and provides technical support to the Temporary Centre for Refugees (CATR) of the Lisbon Municipality.
- PAR is a platform of Portuguese civil society organisations to support refugees working on three fronts: PAR families – hosting and community, PAR frontline – caring for those who wait, which counted with volunteers in Greece (2016 -2018) and in Portugal (2022), PAR awareness – awareness campaigns, funding campaigns and awareness events and meetings. The institutions which constitute PAR provide housing and mentoring through a program of 18 months, which facilitates integration through housing and the creation of informal networks, through the volunteers with the support of JRS technical staff.
- The Lisbon Project, is an association that provides a safe space for migrants to interact, in the centre of Lisbon, which offers Portuguese classes and other activities.

Padua & Rome/Italia

- Solidalia Cooperativa Sociale is one of the Consorzio Veneto Insieme (CVI) cooperatives, which works towards the social integration of disadvantaged people through job placements. The cooperative links the private sector to vulnerable individuals, through job placement by creating production safe spaces in their

headquarters, where individuals learn new skills and get ready for the local labour market. Solidalia has created within their working spaces an only-women workshop for those who have been victims of sexual exploitation, by creating unique and beautiful pieces of jewellery women are being stimulated to develop pride and dignity through their work.

- Conorzio Veneto Insieme is a consortium that brings together social cooperatives, in Padua, collaborating for social and economic development, consulting companies about management and organisational skills and HR related issues. The hosts introduced the work in its network.
- The cooperative FAI, presented an AMIF project that targets the autonomy of single parents through housing, employment, social services and education.
- GEA, a social cooperative whose main activities are directed to enhance integration through creating dialogue and cooperation between civil society and public actors, recognizing the vital role of the government in integration. The organisation focuses on capacity building of governmental agencies and services, to go beyond welcoming to foster integration.
- Glocal Factory, which is one of the RaCIP partners, presented their training activities directed to people involved in integration.
- Restaurante Strada Facendo –hires and trains migrants, contributing to integration through work.
- Refugees Welcome Italia is a non-partisan association in Rome, which is part of the European Network Refugees Welcome International. It focuses mainly on the mentoring schemes and family-based reception model, as tools to promote integration of refugees and people with other forms of protection.
- UNHCR MCO Italy presented the whole society approach project, which the office is developing to call for all actors to interact at local and national levels to promote higher and sustainable levels of integration. Especially reinforcing migrants'/refugees' participation as active agents of their own integration paths and international protection.
- Caritas Italiana which focuses on humanitarian corridors, safe and legal programmes of transfer and integration in Europe of vulnerable refugees such as minors, disabled people, persons with serious illnesses, single parents with minor children, persons with mental disorders, elderly people.
- Siamo Cooperativa Sociale, which provides training on entrepreneurial skills and advice for entrepreneurs.

- The locals-migrant’s cooperative Coloriage is a social enterprise, a tailoring workshop that makes pieces with African fabrics and Italian traditional tailoring techniques. The collections are sold in cultural galleries, small town libraries (buy things with a story). The cooperative has two lines of action, one concerns market and communication, and the other is turned to the practice/creative action. It founded the Association for Free Fashion School and has an internship convention with Rome’s municipality. A space where migrants and unemployed people learn the traditional tailoring Italian techniques, which is dying, and bring their own. In this way, the tradition is kept alive through newcomers but also transformed and recreated by migrants’ inputs, which creates a blended product of diverse skills, expertise, and tradition in dialogue. The workshop is a space of skills and techniques’ exchange, which recognizes migrants as a valuable resource and allows them to integrate the labour market in a trade of their expertise and satisfaction. Their goal is to consolidate a specialised, sustainable, engaging, creative and educational career path that, over time, will make its operators grow professionally and humanly.
- The K Alma carpentry and social workshop is a project aimed at networking social, training and professional activities, so that the system of welcoming migrants and asylum seekers is not just a series of separate, disconnected activities, without a real perspective. It is a concrete challenge to activate tools and offer opportunities for formal and informal education, self-training, self-expression, knowledge, integration and social inclusion. The association promotes and implements new paths of individual, professional and social life: actions necessary to combat inequalities, to put the dignity of the human being at the centre starting from work and the development of skills. K_Alma works with local universities for techniques exchange.
- Programma Integra works through mentoring actions.
- The partnership was also presented to a project which is in the process of setting a one-stop-shop in which migrants can access an array of services, information, and training in the same space facilitating integration and the flow of information which can be valuable to migrants.
- UNIRE - Italian National Union of Refugees and Exiles, refugee led network, which advocates for refugee rights, equal rights and opportunities in decision-making spaces and visibility. The platform aims at strengthening and supporting refugee and migrant-led initiatives delivering training and consultation services and to change the image of refugees into resourceful and active agents of change.
- Azione Comune di Pace is an association that promotes role play activities, mimicking the refugee journey. It works mainly in schools to sensitize and fight discriminations. Its team is constituted by Italians and people with a migrant and refugee background.



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