

INTRO

How to guide: setting up a One-Stop-Shop for migrant integration

This guide is for anybody who is interested in, or thinking about setting up, a One Stop Shop to deliver services to migrants. This guide will give some new ideas and inspiration for practitioners and policy makers committed in getting a successful model off the ground whether you are just beginning to think about the need for a One Stop Shop, or you are well along the path of getting one in place.

[WATCH VIDEO](#) →



? What is this topic about?

“A ‘One Stop Shop’ is a type of service delivery model based around a welcoming space, where migrants can access multiple specialist services to support integration, all under one roof. These services are often aimed at newcomers.”

It is recommended that the One-Stop-Shop contributes to the promotion of fundamental rights, non-discrimination & equal opportunities.

One-Stop-Shops can be seen as an instrument of an integration policy.

Migrants access multiple specialist services to support integration, all under one roof. These services are often aimed at newcomers, and also offer services for non-migrants.

One-Stop-Shops enable co-operation between government & non-government services, and offer a holistic strategy of **mainstreaming the provision of services for migrants based around a welcoming space.**

Reasons why a city may want to explore this topic

One-Stop-Shops aim to create efficient and accessible pathways to get migrants integrated and activated, so that they can better access education and employment opportunities, connect to services and participate in their communities. They offer a solution to issues common across Europe: complex bureaucracy; poor communication between dispersed government services; contradictory immigration and integration policies; and a multiplicity of organisations involved in the implementation of these policies. Through bringing agencies under one roof to develop accessible, cohesive and transparent procedures, all parties benefit, and the capacity of private and public institutions is strengthened.

There are a range of benefits of creating a One-Stop-Shop:

A One-Stop-Shop makes services for migrants more accessible, streamlined and effective. One-Stop-Shops can help overcome a range of common problems which hinder effective integration of migrants, including:

- Lack of translated information translated
- Lack of interpreters at administrative offices
- Limited access to city services, which is often limited to working hours, and can entail long waiting times.



One-Stop-Shops are good for migrants, who instead of receiving different (and sometimes opposing) advice or information from different services in the city, and having to re-tell their story to each new agency, can instead receive a consistent message, and only have to tell their story once. The One-Stop-Shop should thereby enable more effective integration of migrants into society and should reduce migrants' feelings of frustration and powerlessness.

At best, the One-Stop-Shop approach aligns the activity and messaging of all governmental and non-governmental actors involved in the migrants' integration journey, communicating to migrants that "we work together in this city to support you". Working together collaboratively to deliver a One-Stop-Shop prepares an effective structure of cooperation and

collaboration that can be drawn upon in times of crises. Clarity, co-operation and coherence are likely to increase migrants' trust in local government and public administration. Furthermore, the One-Stop-Shop can be a symbol of a city' commitment to multiculturalism: a concrete example of action they are taking to being a welcoming city.

When mobilised as an early intervention approach, One-Stop-Shops are cost effective as they quickly move migrants towards independence and efficiently integrates adult migrants into the labour force. By improving the capacity of the private and public institutions, and creating streamlined and efficient services, One-Stop-Shop's ultimately save the state money.

Finally, a One-Stop-Shop also enables the city more easily to identify trends and changes in the issues presented by the changing migrant population, and to be responsive. Cities may also consider the One-Stop-Shop model as a method of increasing collaboration between state and civil society organisations, which is key for a number of reasons. It increases the geographical reach of the service; it widens the language support available by engaging migrant community associations; and it enables better reach of undocumented migrants, who prefer to access support via migrant associations and NGOs rather than 'government' centres.

How to get started?

Before you start

The following are preconditions for success for the setting up of a One Stop Shop which you will need to make sure exist or set in place.

- Political will and openness to diversity. The political framing of immigration and integration will shape the policies and therefore the pathways that you are able to offer to migrants.
- Immigration and integration policies should be complementary and not contradictory, and effective coordination between the ministries in which immigration and integration sit is key (as these tend to be different). If this is not possible, you will have to adapt your services.
- Rights-based policies will enable the One-Stop-Shop to effectively 'move-on' migrants through a process to integration.
- Ideally the One-Stop-Shop project will be part of a wider integration strategy: a local integration strategy connected to a national integration strategy.
- The existing relationships between the city and civil society will shape the course of the project. Effective One Stop Shops work collaboratively with a variety of actors including local voluntary organisations and NGOs, as well as enabling and encouraging the involvement of migrants and migrant-led organisations. If these relationships are already strong, it helps.

* If administrative bodies are unable to adapt their remit and working practices, in order to effectively collaborate, this can lead to the failure of a One-Stop-Shop model, as was the case in the *Sportello Unico* example in Italy ([ACIDI, 2009, Handbook on How to Implement a One-Stop-Shop p.36](#))

Research, Needs assessments and mapping

Establish local needs and map existing support. Consult existing advisory panels; host roundtables and focus groups; analyse data that your city already collects (such as local data on social support benefits); and conduct a neighbourhood survey in community languages*. Make sure to directly consult with **migrant communities** and target groups, at the start and on an ongoing basis. More detail on migrant involvement and consultation can be found in our [How to Guide on Integration Strategies](#). Map existing services provided by the city, regional and national government, NGOs and other actors: what is provided, who uses them, are they aware of gaps?

To ensure that the service continues to be relevant and responsive, needs assessments and reviews should take place at regular intervals.

Questions to consider in any needs assessment – [See How to guide on Integration Strategies](#)

- What are the needs of your migrant community?
- Who are the migrant groups in your city? E.g. Asylum seekers, refugees, undocumented migrants, migrants with no access to the **mainstream** benefit system.
- Where do your **migrant communities** live in the city?
- Who are your 'allies' in the sector? Can you co-operate with these agencies? How?
- What are the 'needs gaps'?
- Which groups of migrants are currently excluded from society? Which services do they engage with and why?
- How can you assess the needs of different groups, for instance, of migrant women?
- Are you able to disaggregate and assess data based on characteristics such as gender, age or language, in order to understand the needs of different groups?

* Oostende did a rigorous neighbourhood survey prior to establishing their One-Stop-Shop, although it was not translated into community languages.

2

Integration Strategy

What this involves?

As mentioned in 'preconditions for success', ideally the One-Stop-Shop project will be part of a broader integration strategy, which will help the city to define its objectives, and to secure political buy-in. The strategy should be flexible and adaptable.

Additional information

You can see the 'How to Guide' on developing integration strategies which goes into detail about how to think about and tackle the creation of such a strategy - [See How to guide on Integration Strategies](#)

3

Secure buy-in: political and financial

What this involves?

Ideally you have secured political commitment through developing the integration strategy, including a commitment to sustainability. Political commitment will need to be maintained and sustained throughout the project, and you will need perseverance to make progress with securing political decisions in your favour. Once you have secured political commitment, via agreement to a strategy for instance, the funding *should* follow this as part of the detail.

Once the One-Stop-Shop is opened, you must demonstrate its need and relevance. Ideally the project should become integrated into the municipality's core service offering, so that it is protected against changes in the government administration and thereby funding streams.

Most One-Stop-Shop's at the beginning have several funding streams: for instance, EU grant funding and some funding from the local council. Since it brings together a range of services it should be possible to tap into the budgets for those services, but this will need careful negotiation and may cause internal opposition if officials see their budget being taken away.

Tips on securing buy in:

- Communicate the project from their perspective – e.g. show how it is a ‘win-win’ situation (e.g. does it create jobs? Does it generate money?)
- Get politicians to agree to broad ‘goals’ which encompass your work, such as “better efficiency for newcomers”. Then you can get them to set a budget, and then work out the specific activities.
- Understand their perspective, and what they will say no to
- Persistence is key: don’t give up
- Find allies in different positions who can also help to promote your goals from different angles
- Buy-in from businesses will influence politicians
- Remind politicians of migrant voters!
- Funding can depend on data about local needs and One Stop Shops can ensure you have record of this and can help identify migrants who might not otherwise be visible.

CHALLENGE

Many One-Stop-Shop projects begin as funded pilots and rely on the state deciding to continue investing in them to make them sustainable.

Some funding sources have complex restrictions - including refusing to fund support for undocumented migrants. This can make hitting targets hard for services which are committed to serving all migrants.

Physical Space

Should be/ have:

- in a central location and/or a neighbourhood with a high proportion of migrants
- easily accessible via public transport
- have private rooms for one-to-one sessions
- have rooms big enough for group activities
- be flexible to grow and adapt to meet the changing needs of the project

Additional information

How can you make it welcoming?

- Colourful, bright, friendly signage
- Having somewhere that doesn't feel depressing and bureaucratic

More ideas below in the 'do' section 'an empowerment approach', for [Stockholm's Rågsved](#):

GOOD PRACTICE



STOCKHOLM, SWEDEN

Stockholm - Civic Office in Rågsved



5

Building a partnership

1 - Consensus and Collaboration - What this involves?

Effective collaboration relies on consensus and collaboration, and on everyone changing their practices a little to create a new, collective system. Who will you work with?

- Who will help you connect with different communities?
- Who is already working on this in the sector?
- Who do you have pre-existing links with?
- Who will help you to achieve the aims of the service most effectively?
- How can you engage migrant-led organisations in the delivery of the service?
- Which organisations share your ethos around migrant integration?
- Who will work in the One-Stop-Shop? And who will you refer to externally?

CHALLENGE

Some organisations, especially larger and more bureaucratic organisations, may struggle to adapt. Common challenges include:

- Partners not adapting to a shared data management system
- Partners not coming to work under the same roof
- Partners not understanding the benefit for them of participating

Potential solutions to this challenge:

- Having all services under the same roof helps to encourage co-operation.
- The coordinator ideally should have worked with the other partners before, to know how they work, and how cooperation can best take place.

If you have EU funding, this can be an incentive for partners to participate and cooperate. In time they will see the benefits of effective participation and collaboration.

2 - Develop a common vision and define a clear mandate / terms of reference

- Who will you support? Who won't you support?
- What services will be offered? By whom?
- Will you have scope to offer other services in the future? Keep flexibility and room for growth and change within the mandate.
- Prioritise what is key. You cannot do everything.

CHALLENGE

A migrant only service could contribute to segregation and polarisation. Oostende counters potential segregation by offering specific services to the whole community: such as help accessing driving licences, and the One-Stop-Shop in Lisbon is also open to everyone. Athens One-Stop-Shop is part of a community centre which serves the whole community.

CHALLENGE

Many funders do not allow to support undocumented migrants. Thus they will only be supported by a migrant organisation or a local centre. There can be clashes between different approaches of partners. Therefore you need to cooperate with such organisations and find ways of being flexible around the 'hard rules' of the local authority or funder.

3 - Define how you will work together – who will do what?

- Define roles
- Clarify and train people on data collection, storage, and sharing processes.

When developing agreements about roles, it is best to get people to agree to specific tasks and deliverables, and to avoid generalised agreements which deny accountability.

6

Needs Assessment

- You will need a central coordination point or person who will make the final decisions
- The remit of their role should be clearly defined

When the One-Stop-Shop started in Antwerp, the coordinator was working full time, and the role was later reduced to just one day a week once the centre was up and running. The coordinator is hired by the city and has the mandate to give instructions and implement the common goals that have been agreed by all partners.

7

Planning efficient service design

1 - What services will you offer? What services will you **not** provide? **Who will you refer to**, outside of the organisations in the One-Stop-Shop partnership? Check and clarify with external partners about what referrals you and they can make to each other, for what exact services.

Will you offer:

- Legal services?
- Case management?
- **Advice?**
- Support with making applications/ e.g. for residence permits, housing, driving licences, training courses?
- Integration? Which aspects?

Tips:

Do not commit to doing too much early on! Think carefully about what is essential for your organisation to do. Be cautious of over-committing and avoid duplication of services locally.

CHALLENGES

- Capacity is a common issue for One-Stop-Shops
- Clients may attend just for financial services or support, and not engage with integration services. One possible solution is to build conditionality into your service i.e. you can only access the legal support for your social benefits if you also attend x number of English classes. This can help to encourage people to access education classes. However, this is not always plausible – it depends on the structure of your municipality. It may also exclude people who are vulnerable from accessing important services.

- Other agencies may refer clients to you to reduce their workload.

In Athens, clients - especially those who have lived for more than a decade in Greece and have regular transactions with the public administration - , could go to several offices in order to have support accessing benefits of the mainstream social welfare system. However, because the One-Stop-Shop is a nice, welcoming place, they prefer to come there, which impacts on the One-Stop-Shop's capacity. Other agencies refer migrants to the One-Stop-Shop for this service, because it saves them time. If from early on, the MIC had clearly stated that it would not do this task (because there are other agencies already offering this service), it would have freed up some of the MIC resources, which could have been used to focus on more specialist tasks and services. Ideally, this would have been communicated to other agencies and to migrants before the service opened.

- High case load and long waiting times could cause people to 'drop-out'. Some cities offer 'immediate access' sessions, such as language classes, to endure that people have something to keep them engaged while they wait for other services and appointments.

2 - Do user journey mapping / road-mapping. Include vulnerable groups such as women, unaccompanied minors, people with disabilities. What work needs to be done to build referral pathways, if you cannot support certain groups directly?

These **roadmaps** should be tested to identify administrative pitfalls, and the planning should involve the partner agencies. Roadmaps should be used in staff training.

CHALLENGES

- If referral pathways are reliant on individual relationships with staff, then there will be issues when staff change.
- People may not feel confident attending referrals, and you may 'lose' clients by referring them on.

Thorough **intercultural mediation** training can help staff to identify vulnerable or less independent individuals who may be 'lost' through a referral. Taking a 'learning lens' and supporting the individual gradually towards independence could help the process of referral.

3 - Timetables. How will you make sure that clients' experience of the variety of One-Stop-Shop services does not clash? It is important that the departments coordinate effectively in order to make the migrant's experience clear and simple; as well as offering evening and weekend classes and extended office hours, to support migrants working schedules.

Antwerp's One-Stop-Shop is employment focused. Up until 2021, all partners met weekly to review 25 cases and agree a 'trajectory' for each client. This helps partners to align their activities and support.

4 - Initial 'triage' or assessment is key for efficiency of service. The client should only have to tell their story once; all the information that all partners will need should be collected from the beginning; and the relevant permissions should be taken in order to share the information with all partners. Migrants should understand what is happening next.

Digital triage could offer opportunity for innovation: Cluj-Napoca is exploring possibilities of using Artificial Intelligence to do the initial stages of triage, to increase efficiency and to offer basic information. This approach would need to be accompanied by in-person support options.

“Some information should be simple, like a fast food menu!” Emilia Botezan, Head of International Affairs and Foreign Investment Department, Cluj-Napoca

Phone triage before attending the service can increase efficiency and save people travelling in without the right documents, but should not be the only access option. WhatsApp could also be considered as a triage tool for young people.

If working in a network of centres and One-Stop-Shops, other local agencies can also act as a triage stage, but should receive appropriate training if this is a formalised part of your processes.



What works?

These are a range of factors which have been shown to be essential in the setting up of One Stop Shops which are accessible, helpful and attractive to migrants.

1 - Training, including on **intercultural mediation**

General training is critical for all partners to ensure that there is common understanding among all the team of the processes in the One-Stop-Shop. Training should include: the common vision, the clients' journey, the team bonding activities, the team wellbeing support and Intercultural mediation training.

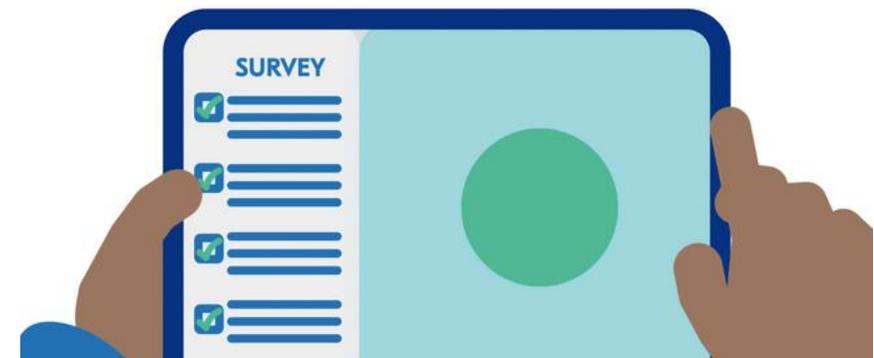
Whilst intercultural mediators play a specialist role, all staff and partners will benefit from a form of intercultural mediation training, so that they understand and are sensitive to the experience of migrants and to cultural nuance. This will enable them to effectively support people from a variety of backgrounds and experiences.

Intercultural mediators who play this official role should also have regular specialist training. More detail about intercultural mediation can be read [here](#).

2 - Team and team spirit

The team must be committed and connected to a common vision. An effective team spirit is key for creating a culture of welcome and support – fostering this internal work culture will be reflected outward onto how the clients are treated. Set aside budget for staff wellbeing and training and remember to:

- Pick the right people, who have a true passion and motivation for the work.
- You need intercultural mediators – a key part of a One-Stop-Shop.
- Individual caseworkers form part of the Dutch and Danish integration models, providing tailored support.



Keeping good staff can be difficult due to burnout, lack of career progression opportunities, and in some cases low wages. In an ideal world, staff would be paid well, supported with time off, well-being activities, training, and counselling/emotional support. Creating space for the team to share with each other regularly about their worries and concerns can be a simple way to support each other.

Stockholm recruits people who speak multiple languages to work in the One-Stop-Shop, which saves time and money. The team in Athens' One-Stop-Shop all cited team spirit as one of their key secrets to success. They support one another, they understand each other's roles, and they are all able to switch between different roles if needed, in order to make the process as efficient as possible.

CHALLENGES:

- Finding skilled workers e.g. psychologists who speak multiple languages can be difficult.
- In some countries there are restrictions for the municipality hiring people without degree level qualifications. This can make it hard to recruit interpreters who speak community languages.

How to mitigate this:

- Validating or recognising foreign qualifications and education can enable migrants to be recruited.
- An evaluation of Portugal's network of One-Stop-Shop's advocates for the promotion of minimal professional standards and for a comprehensive training programme during this process, in order to recruit people with the appropriate profile, skills, languages, experience and outlook, but who may lack professional qualifications.

3 - Budgets

The budget should be developed by someone with financial experiences of creating budgets, in collaboration with someone who has the frontline experience. These two perspectives are both key to getting the numbers right and to reflect the practical working reality.

Your budget should include:

- Staff training
- Communications

the Athens One-Stop-Shop has one full time member of staff working on this. This role is critical: in many cases, the front desk team gets useful information from this person and his/her network

- Administration
- Staff wellbeing (allow budget for staff to take breaks, to access psychological support and well-being activities – to avoid staff burnout, which is common)
- Team building
- Digital needs – including a good case management system and website updating and maintenance
- Ideally the budget would be flexible, so that the service can adapt as you learn and grow

4 - Building trust in a welcoming atmosphere

A welcoming atmosphere is important for building trust and making people feel at ease and is fostered through:

- Welcoming door staff and warm greetings
- Links with community groups and activities
- 'Friendly' colours and signage
- Pictures on the wall which are accessible cross-culturally (e.g. fluffy animals).

In Athens' One-Stop-Shop, each staff member is represented on the wall by a print-out image of a fluffy animal. Clients are invited to play a game: guess which animal I am?

Establishing trust is important for the success of the service, and comes through:

- Employ migrant staff.

In Portugal migrants often refer to the fact that they found other "migrants" working at the One-Stop-Shops made them feel more welcome; that they could speak their own languages, and be understood. It created a diverse environment.

- Stability and consistency – having reliable opening hours, including an evening slot and other times depending on the data collected on migrants' needs, working patterns etc
- Relationships with migrant community leaders and groups
- Transparency about services offered
- Space for anonymous feedback
- Cultural mediators play a key role in building trust due to their culturally sensitive approach Interpreters also help build trust and understanding – some clients open up more to someone speaking their language

CHALLENGE

If you are required to carry out services that are hostile to some migrants (such as checking fraudulent passports) this can affect the trust and relationship that your centre has with its visitors.

5. An empowerment approach to integration

This approach involves a focus on teaching people how to do it themselves. The One-Stop-Shop can be seen as an 'interpreting service' ("I'll-show-you-how" rather than a "I'll-do-it-for-you") – helping people to understand the different steps they need to take.

This can be implemented in the One-Stop-Shop through:

- Making the space and processes simplified and clear, so that people can learn to navigate the space and the processes independently
- Simplified, direct messages
 - Clear signage which enables the client to navigate the space and activities themselves
 - Images to explain processes
 - Process maps
- Encouraging people to complete steps themselves – with help available if needed
 - Guidebooks help people navigate forms and activities: e.g. laminated QR codes help simplify the link to different forms
 - Have space for migrants to do their own integration work: e.g. computers and printers' people can use independently

EXAMPLE

A genius idea! In Stockholm's Rågsved neighbourhood One-Stop-Shop, they have two keyboards connected to one shared screen – one for the migrant, one for the counsellor, so that the migrant can type their own info into the system, rather than constantly having someone else do it for them. This is a simple but powerful tool of empowerment. The designers of the One-Stop-Shop have given extra thought to working out which processes the migrant can participate

GOOD PRACTICE



STOCKHOLM, SWEDEN

[Stockholm - Civic Office in Rågsved](#)



6. Communication

Relationships with the media may be important, depending on your political context. If your city is proud of its work with migrants, then the media will be helpful for promoting the good work that you are doing, to showcase the success of the service and why it should continue.

Challenging and changing the representation of migrants in the media is important, and could be spearheaded by a One-Stop-Shop, depending on the context.

You could also produce materials that migrants can share via social media.

- Should include online, social media, and translated info
- You may need a dissemination strategy and resources for this: e.g. one full-time person whose job is to tell others about what the One-Stop-Shop is doing, including attending external meetings, telling everyone what activities are on offer
- Relationships with community groups and migrant community leaders is important for getting the right info to the right people
- Outreach can be effective for reaching more marginalised groups

7. Monitoring, evaluation and learning

Monitoring and evaluation processes are key for establishing what is happening, and what should be tweaked.

- Gathering data effectively from the start helps to demonstrate the need for the work, is important for funding and for understanding who is using the service and who isn't.
- Customer satisfaction surveys enable evaluation of front-line services when used systematically, but should be translated and could be accompanied by focus groups, mystery shopping or situation testing.
- Regular review panels should include all stakeholders including migrant associations.
- An agile approach should enable changes to be implemented post-review.
- Benchmarks should be set, to monitor performance and to raise standards in migrant integration.

A city's real life journey: Dortmund

Since the times of industrialisation, many people with foreign passports, Germans with a migration background and locals have lived peacefully together in Dortmund.

Until the 19th century, Dortmund and the Ruhr region was a rural area - until the boom in mining and the steel industry triggered a veritable mass migration. Hundreds of thousands of agricultural workers and small farmers made their way from the vast Prussian-controlled Polish areas to work in these new industries. Then in the course of the economic boom after the Second World War, the demand for labour was so great that Germany had to recruit “guest workers” from Greece, Turkey and many other countries, who settled in Dortmund and worked in the factories. Recently Dortmund saw an increase in arrivals from Bulgaria and Romania as a result of the EU expansion in 2007. These existing migrant communities were joined by refugees from the Balkans in the 1990s, Syrian refugees in 2015-16 and Ukrainians in 2022.

As a city, it is proud of its diverse population and its local politicians generally are supportive of measures to welcome and integrate migrants in the region. The Ruhr valley region in which it sits has an industrial past which has left behind high rates of unemployment. The region is Germany's largest urban area, and Dortmund is the biggest city within this area, home to approximately 604,000 people. Around 118,000 people of Dortmund's population are not German nationals - around 19% of the whole population. Post-industrialisation has seen a decline in population regionally, although increased migration to the region has served to balance this.

The migrant population of Dortmund face many challenges, including housing issues, unemployment, poverty and language barriers. The city has seven ‘locally welcome’ or ‘lokal willkommen’ centres in different city districts, which act as networking points for local organisations supporting migrants (including employers, lawyers, charities), and connect migrants with relevant services. Whilst these centres are key sources of information and support, migrants often get there once they are already facing integration challenges, and the city recognised that early intervention may prevent some of these challenges from developing. Furthermore, the city recognised that a centralised arrival point might help to direct migrants towards these local services. In Germany, all newcomers must register with the local civil service on arrival to a new area – both Germans and migrants alike. Thus the municipality aimed to capitalise on this ‘hook’ and to use this to attract migrants to a centralised arrival point or One Stop Shop, from which point they could then offer other forms of support such as ‘arrival advice, and refer them early on to their local neighbourhood service. This was the basis of Dortmund's One-Stop-Shop concept.

The Dortmund team had their eyes set on an office suite opposite the Foreigners Office (where third country nationals are currently obliged to register on arrival), which shared an entrance hall and thus was the perfect location, but was small and not yet available. The Dortmund team worked hard to apply political pressure in order to secure the space, and began exploring potential solutions to the size issue – such as using digital interpretation in order to reduce the number of people in the space. A digital info point was also included as part of their action plan's 'digital' focus.

In June 2021, during their visit to Athens on a staff exchange, the Dortmund team were inspired by the story of the Greek municipalities' fast mobilisation of their One Stop Shop, which was borne in response to a crisis (as so many of these services are). Mr. Panagiotis was one of the greatest motivators for the Dortmund Team to start the concept of the OSS 'MigraDo' – encouraging them to start working, and to navigate challenges and adapt as they emerge. Dortmund decided to honour this advice, despite challenges in securing the original space, and opened up their One-Stop-Shop 'MigraDo' using a different temporary office near the Foreigners Office in February 2022, just one day after the war in Ukraine began. The Dortmund team immediately adapted their service design in order to meet the arrival of Ukrainian refugees: they transformed an available 'info point' in a central location close to MigraDo to prioritise information for Ukrainians, complete with translated information and Ukrainian and Russian speaking staff. This info point greeted almost 10,000 Ukrainians in its' first three months. Athens' lessons in agility and crisis response were put into action, fast.

At the time of writing (June 2022) MigraDo currently offers support from a warm and welcoming reception team; civil registration for EU migrants; arrival advice for all migrants; language advice; migration advice; and a job-centre office. Other organisations and departments are involved, including Lokal Willkommen, NGO's, and the Foreign Office. Migrants should attend the centre just once, and then leave with relevant referrals and a clear roadmap of the next steps they should take. The team also has an internal 'staff wikipedia' for advisors to refer to, which contains all the relevant up-to-date information and rules; and they have translated info for migrants on an app called 'Integreat'.

This comprehensive service offer has been informed and inspired by the Connections project. An initial focus in the action plan on staff training was informed in part by presentations about the Portuguese CNAIM model, and their intercultural mediation training. Whilst the war in Ukraine has distracted a little from this focus, the team hopes return to it, and its principals of cultural sensitivity sit at the core of the team's outlook. During the visit to Stockholm, Dortmund picked up ideas from the Rågsved neighbourhood advice centre, including their 'two-keyboard' model, which forms part of a wider 'empowerment approach', and which the Dortmund team have decided to implement.

Whilst hosting a staff exchange in Dortmund, the team examined the strategic potential for the future of MigraDo. The service is currently limited in scope – how can it grow? They offer no in-house services, and the relatively small office limits the range of activities. Athens reflected on which services at MigraDo are necessary, and which services might become 'core' municipal services. Which actions could other organisations do instead? Could organisations come and offer a day a week of advice? These questions are now being explored by the Dortmund team.

By the time of the visit from other cities in June 2022, the centre had been open for three months, and Dortmund used the visit as an opportunity for reflection – something they had not had much chance for during a busy initial three months amid the war in Ukraine. MigraDo had many great successes already: offering a good service to a huge number of people; adapting quickly to the crisis; and employing a wonderful team including migrants, multi-lingual staff, and experts-in-being-welcoming to deliver the work. They face several challenges: including their relationship and clarifying 'gaps' with other governmental departments; collaboration – including specifying the roles that they and other agencies will all play to make the partnership as efficient and effective as possible; engaging third country nationals with the service on a more consistent level; and creating effective systems for feedback and reflection. The presence of the wider Connections team during the visit helped them to examine and define these strengths and challenges.

All of these issues will be addressed and worked on in an externally facilitated workshop with the goal of refining the concept in terms of processes, services and use of space, and reaching clear agreements on further implementation. In addition, a digital integration management software will be procured and rolled out later in the year to make customer referrals more binding and provide all partners involved with a comprehensive overview of people's needs. As a lesson learned from the workshop in Dortmund, a feedback system will also be set up to integrate customer experiences and wishes into the expansion and further development of services.

GOOD PRACTICES **on One-Stop-Shops**

Athens' Migrant Integration Centre

Lead Agency

The Municipality of Athens

Context & rationale

In 2015, Greece faced high migration flows. Services had to be reorganised to respond to this need. The centre serves the refugee and asylum-seeking community, as well as serving the existing migrant communities, such as those from the Balkans, who have a long history in Athens. The aim was to offer a range of services under one roof for migrants in Athens, to streamline services and make orientation easier for migrants.

Description

The Migrant Integration Centre was originally funded by the European Social Fund. In 2017 the centre opened front desk services and in 2018 they opened integration services. It offers the following activities:

- orientation and information services relevant to immigrants and asylum seekers in different languages (Urdu, Arabic, Farsi, English). Interpreting and translation in facilitating access to mainstream services for migrant and refugee groups. Intercultural mediation.
- guidance towards other services accordingly to the need of the beneficiaries such as accommodation, labour market orientation, job counselling, financial aid etc.
- initial support as required and direction to social services for newcomers
- synergies with other public organizations, UNHCR, NGO's, migrant and refugee associations, immigrant communities



The project also includes integration actions such as:

- language courses (Greek, English) and acquiring computer skills
- intercultural workshops addressed to young people and to parents with their children.



Resources Needed

MIC is funded by the European Social Fund (ESF). The City of Athens took full advantage of the opportunity to establish the specific service in the wider context of Community Centres. Staff and the rest of operational costs are eligible, apart from the facilities that have to be municipal or under municipal budget.

The front desk of MIC is supported by 3 social workers, 1 psychologist, 2 legal counsellors, and intercultural mediators (2 Farsi, 1 Urdu, 1 Arabic). The integration unit includes 4 teachers (2 Greek language, 1 English language, 1 computer skills), 2 labour market experts (psychologist and job counselor), 1 dramatist for intercultural activities for children. Both (front desk and integration unit) are supported also by administrative staff (3) as also by a communication and public relations expert (networking with other reception and integration actors and services)

Due to the lack of know-how at the initial phase of operation of MIC, there was a wide range of cooperation and synergies with external actors. International organizations like the UNHCR and the IOM provided initial trainings for the municipal staff. The UNHCR, during the first year of operation, operated a protection desk for asylum seekers in MIC facilities providing services to beneficiaries as also on the job training for the municipal staff. The MIC is also an active partner of the ACCMR, developing synergies and referral paths with other actors on the field (NGOs etc). During the initial phase of operation and until hiring intercultural mediators, there was a close cooperation with NGO Metadrasi providing interpretation and intercultural mediation in Arabic and Farsi.



Results

The direct beneficiaries are all legal categories of third country nationals (TCN). The operation of a specialized service for TCNs on the municipal level improved the access of beneficiaries to all relevant services, especially to those of the social welfare system. The indirect “beneficiaries” are other municipal services in terms of referrals, cooperation and orientation between municipal staff on issues of third country nationals.

The operation of MIC initiated a municipal info point for most of the issues that a third country national has to deal with (depending the legal status) as also an entry point for application for other administrative and integration services. The operational structure in terms of provision of multiple services through authorized access of central administration services (social welfare system, information managing system of housing for asylum seekers, provision of temporary social security number for vaccination against COVID19 etc) improved significantly the access of TCNs to all relevant services. Additionally, the provision of integration services fills an existing gap on the municipal level and not only, concerning a holistic approach on the provision of services to TCNs.

MIC has several positive evaluations especially from the regional managing authority of the ESF, as also from the Ministry of Asylum and Migration. From both authorities it is considered as a good practice with direct impact on beneficiaries. The Ministry in cooperation with responsible national managing authorities of the ESF, process the expansion of the model of Athens' MIC to other municipalities in Greece with a significant number of TCNs residents.



Success Factors

What worked best

- Having a passionate team and effective team communication
- Being connected to Networks and to online services, in this case, the CNI Network and the ACCMR online platform
- Having a friendly and welcoming space, which is due partly to the team, but also due to pictures on the walls (e.g. of fluffy animals)
- The Community Centre next door (in the same building) also serves the Greek / non-migrant community. This means that the migrant integration center is not a standalone migrant service, but part of a wider system of support for the community. This helps with tensions that may arise from having a migrant only service.
- Having specialist staff working in house - social workers, legal counsellors, and psychologists
- Everyone knows where it is



Risks & Challenges

Key challenges:

- Capacity
- Staff burnout
- Lack of translators / interpreters in the necessary languages. The rate of pay is set by the government and there are better paid opportunities in NGOs, and so it is hard to keep staff. We can also only recruit staff who have Greek citizenship.
- Space – having a big enough space
- Many clients come to use the service just to access benefits (although they could do this from other offices), and then they don't use the holistic service offer. Other agencies also refer clients to our service, although they could support with certain tasks (e.g. benefits access support).
- COVID has initiated a period of uncertainty concerning the general operation of services, with measures and rules changing depending on the situation in terms of public health, which makes quite harder for newcomers to access the services and generally for people that have to face the language or the digital barrier (e.g. appointment platforms)

Do's

Preconditions for success

- Political support
- Financial resources
- Flexibility: being able to adapt the project as you go
- Knowing your allies, and having effective working relationships with other agencies and organisations

TOP 3 RECOMMENDATIONS

1. 'Just do it!' Get stuck in, have space, money and practices which are flexible, so that you can adapt to the changing situation.
2. Try and make the service robust, and regarded as a core state provision, so that the finances are not at risk when project funding ends or when the political party changes. This takes time and clever communication, in order to speak the language of the politicians and show that the project is for everyone's benefit.
3. When planning the budget, include a frontline expert as well as a finances expert. Both will bring different essential expertise to the table. You must include budget for communications, for staff wellbeing, and try to have some flexibility within the budget, so that you can adapt as you go.



[Panagiotis Psathas](#)



[Migrant Integration Centre](#)

Barcelona, SAIER

Lead Agency

Through a framework agreement, SAIER is jointly managed by Barcelona City Council and

- [Association for Mutual Aid of Immigrants in Catalonia \(AMIC-UGT\)](#)
- [Association for the Orientation, Training and Insertion of Foreign Workers \(CITE\)](#)
- [Consortium for Linguistic Normalization \(CPLN\)](#)
- [Red Cross](#)
- [Barcelona Bar Association \(ICAB\)](#)

Furthermore, we contract 3 specific services managed by: Accem (international protection), ABD (primary care and translation), and Nausica (complementary support programme for asylum seekers and refugees). Out of 156 workers, the coordinator and a social worker are public servants – all other staff work for external agencies.

Context & rationale

The service is aimed at any citizen living in Barcelona. It is also open and accessible to all migrants, including those of any immigration status, or undocumented, and those without a fixed address.

The centre was aimed to be a key hub and entry point to the cities' 'welcome system'.

Description

The service launched in 1989, established firstly as an information service on asylum and immigration.

In 2013, it incorporated new services – information for city residents wishing to emigrate, and information about voluntary return. This change came as a consequence of the economic crisis which increased people's mobility.

The service now offers information and advice on immigration, refuge, emigration and voluntary return, as well as anti-discrimination training; advice in 12 languages; and employment courses. The team also make external referrals and referrals to Social Services.





Resources Needed

The project is well funded, and the city has invested in it quite heavily. It is essential to use the wide range of services that the city makes available to all citizens.



Results

23% of attendees are homeless.

80% of users are in irregular situations.

45% of users are asylum seekers, and 55% are migrants.

SAIER supported 18037 people in 2021; 19,001 people in 2020; 20,620 people in 2019. They worked with 6018 asylum-seekers in 2021; 8387 in 2020; 9,429 asylum-seekers in 2019; 2292 in 2016 (in 2015: 1 372; in 2014: 811; in 2013: 423; in 2012: 304)

In 2016, 55% of SAIER users stated that the service was very good and 34% that the service was good.



Success Factors

The service helps to register people on the Padrón – which is the cities register of residents. The city gets funding depending on how many people are on the Padrón, and thus it is in their interest to make registration accessible.

There is a ‘firewall’ between the Padrón and the immigration services, which means that migrants of all immigration statuses feel safe accessing the services associated with it. Unless there was a judicial order, no data was shared.



Risks & Challenges

- Homelessness (15% of clients were homeless in 2020)
- Encouraging all actors to be adaptable.
- Segmented services are tailored for citizens who already understand how things are organised. Some residents don't have the knowledge of who to ask.
- We need to offer information that is understandable and comprehensive, which is offered in people's own language.

Transferability

Do's:

- As a core activity, the administration should commit to a project for the reception of immigrants and emigrants.
- Finding a balance between public and private management

TOP 3 RECOMMENDATIONS

1. Firewall between data and immigration department
2. Outsourcing specialist work to agencies with that experience
3. Have the network of specialist agencies cooperating in the same building, thereby embedding NGOs into municipal services and fostering greater collaboration between the city and civil society



Tarragona Street, 141 08004 Barcelona
+34 93 153 28 00 saierinfo@bcn.cat



[SAIER website](#)

Dortmund MigraDo



Lead Agency

Department for labour, health, social affairs, sports and recreation,
Dortmund municipality

Context & rationale

The city has a growing migrant population and high unemployment rates. Local migrant advice centres are established in various neighbourhoods. For instance, the city already has a network of effective local centres “Local Willkommen”, which offers support and advice to migrants in neighbourhood centres across the city.

However, often, migrants access these services late: many of the issues they face could have been avoided with early intervention. Therefore, the city team wanted to develop an ‘early intervention’ service, which would help migrants to navigate the city and its processes once they have carried out the compulsory local registration.

Missions and aim: The OSS serves as the first point of contact for newcomers and acts as a guide. “The process of arriving should be designed in such a way that friction losses for the target group, for the departments dealing with them, and also for the accompanying volunteers (voluntary patrons/sponsors) are kept as low as possible, and the course for necessary integration steps is set from the beginning.”

The centre is aimed at all migrants who come to register officially in the city, including EU citizens moving to Dortmund.

Description

MigraDo opened in February 2022, one day after the war in Ukraine began. They currently offer:

- Reception
- Registration (Civil Service team)
- Arrival counselling (Social welfare team + Local Willkommen)
- Language advice
- Migration Counselling for adults and Youth (NGOs funded by the Federal Government)
- Labour market integration and unemployment benefits (JobCenter team)



Resources Needed

- sufficiently large premises
- employees with different language skills, especially more Ukrainian/Russian speaking employees
- cooperation with other internal and external partners
- Procurement of a wiki as a knowledge database
- Procurement of documentation software
- Temporary use of the integration network software solution Local Welcome
- Multilingual information material

They use software – Tevis Vois – for appointments.

They have used in person and video interpreting.

They have 10 people working at the centre, from 6 organisations.





Results

Due to the war in Ukraine, which began just before the centre had opened, the team had to respond quickly in order to support the new population. The centre was very helpful in that respect. They opened an 'info point', which had seen nearly 13.000 appointments between early March and end of July 2022. In the same time frame, MigraDo itself gave nearly 2.000 appointments to Ukrainians. In addition they had advised on average around 4 visitors per day from other countries during this time.



Success Factors

- They have recruited a dedicated team, who are motivated to welcome and support newcomers. The team includes migrants working in frontline roles, who have community insight and language skills.
- From day one, the OSS was highly adaptive – faced with the war in Ukraine. They quickly mobilised resources and re-designed services, repurposing the use of certain physical spaces in order to maximise on their potential. They were able to get new services off the ground very quickly to meet emerging needs.

- They have information leaflets in the most commonly spoken languages in Dortmund available, with German printed next to it, so that people can learn and compare words, or ask Germans for help. The leaflets might also motivate visitors to take advantage of the different offers, for example there are leaflets about language courses
- They have an internal 'staff wikipedia' which contains all the relevant info for case workers / advisors / counsellors. This is regularly updated with everything that they might need to know.
- They are in a good and central location, so that it is easy for all to visit the centre, and the building they hope to move into in the future is right next to the Foreigners Office, within a building containing other migrant services. This means that their service will be well connected and easily found by migrants.
- They have an app called the Integreat app which has lots of relevant information about living in Dortmund available in 12 different languages.



Risks & Challenges

- The war interrupted the original plans for the OSS: the team had to respond to the crisis and therefore change their plans and areas of focus.
- The reception staff find that the main challenge is navigating between people not showing up to appointments, whilst a long queue of people without appointments wait to be seen
- People generally want to return to the OSS, although the service is only designed for people to have one initial triage appointment before being signposted to other services
- They have space restrictions – the building is fairly small which limits the amount of services that can be offered internally. This therefore has a big impact on the remit of the OSS, because they are only able to offer a fairly small combination of activities, and to accommodate a small group of organisations.
- The Foreigner's Office don't show up to work 'in house' – partly because they operate on a 'paper only' system, which means that they are reliant on operating from their own building and files. There are challenges communicating and cooperating with this department generally.
- There is currently low engagement with third country nationals
- The procurement processes around the video interpreting software was problematic and resulted in the service not being quite what Dortmund wanted or needed.
- Space restrictions: COVID measures and the high number of people visiting the Centre were challenging to reconcile.
- It was also important and challenging not to neglect the work with migrants
- from other countries than Ukraine
- Cooperation/mediation with other offices is necessary in the process of integration

So far, the project is just beginning, and so the solutions to these challenges are just now being explored. However Dortmund's openness and willingness to learn are key to overcoming all of these challenges.

Transferability

Preconditions for success

- Political support
- Funding
- A space in a central location
- Multi-lingual staff, who share a common vision to support migrants
- Network of organisations willing to collaborate

Do's & recommendations

- Persevere to secure political and financial buy-in. You will need to keep nudging this, keep reminding people of what you are doing and what your vision is, so that it does not get forgotten. Don't give up!
- Be flexible and adaptive, ensuring that you take time to be reflective and to include a range of perspectives in the reflection and adaptation
- Be strategic in your approach: Map the services and processes of you OSS and how they are related to your partners.
- The successes achieved by MigraDo should be reminded of, so that also other cities can take the project as a role model. Using users' feedbacks is important so that other cities can adapt and improve the model.



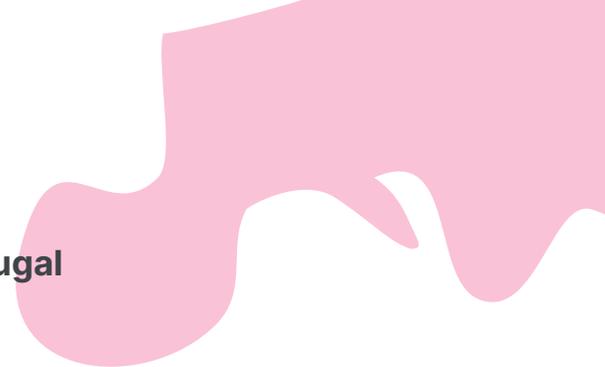
[Silke Straubel](#)
[Jochen Schneider](#)



[MigraDo website](#)

Portugal One-Stop-Shop's - CNAIM's

(National Support Centre for the Integration of Migrants in Porto, Lisbon, Beja and Faro)



Portugal

Lead Agency

High Commission for Migration (ACM)

Context & rationale

The National Support Centres for the Integration of Migrants were created in 2004 to address challenges faced by migrants in Portugal:

- Challenges around interacting with multiple services with different modes of operating, and incompatible times, and
- Communication challenges and challenges in cultural differences.

The Centres are one-stop-shops that bring together under the same roof a set of services that aim to support issues directly related to migration and the integration of migrants. Having multiple agencies under one roof offers many advantages for migrants.

Description

The CNAIMs were set up in 2004, in Lisbon and Porto and later in Faro and Beja (2009 and 2021, respectively).

Key elements of the Portuguese CNAIM are:

- services for immigrants are available free of charge and accessible at one physical point (concentration);
- such services cover in principle all domains that are relevant for migrants (migration and integration related services);
- such services are coordinated in time and content through intensive and on the spot coordination of the various services;
- in the provision of the service, there may be links to non-governmental entities (for example, migrant associations) that can provide complementary or appropriate support to the situation of the migrant person (for example, non-formal training at the level of learning Portuguese language).

- in the practice of providing the services, language and cultural mediation is made available on the spot to smoothen communication and to build trust, or, when this is not possible, the ACM Telephone Translation Service may be used. More than 60 languages or dialects are available here;

The Lisbon CNAIM and the Porto CNAIM involves six Government agencies from five Ministries (Foreigners and Borders Service, , Social Security, Health, Education, Tax Authority and the Ministry of Justice), together with other innovative support services provided by High Commission for Migration, to meet the concrete needs of immigrants, such as access to housing, education, employment and entrepreneurship , recognition of qualification, family reunification, regularization, access to health, Portuguese language learning, support for victims of domestic violence etc..

The National Support Centres work together with the 154 Local Support Centres for the Integration of Migrants (CLAIM), constituting the National Support Network for the Integration of Migrants.

Before the opening of the service, it is important for partners involved to set up a true collaboration, including with migrant associations, backed up by a political commitment as having different services under one roof does not guarantee actual collaboration. To make the service efficient, there is a need for a true institutional commitment (not just the signing of a protocol) that enables a systemised collaboration between each partner and that make them accountable for their actions. That also includes identifying focal points within partner institutions.



Resources Needed

The High Commission for Migration (ACM) has currently 4 One-Stop-Shops CNAIM in the regions of Algarve (Faro), Alentejo (Beja), Lisbon and North (Porto). As a beneficiary of European Funds, the ACM is executing projects, until June 2023, to ensure the operation and the structure of all the CNAIMs, with a total investment value of 5,831,243.93 euros.

Of the total amount, 2,114,292.76 euros refers to the budget of the ACM, I.P. (designated as National Public Contribution), while the remaining 3,857,541.17 euros refers to contributions from the operational programmes.

Regarding European co-financing, the main source of funding is the European Social Fund, namely the Operational Programmes “Cresc Algarve” (Algarve Regional Operational Program), POR Lisboa (Lisbon Operational Programme) and PO ISE (Social Inclusion and Employment Operational Programme). Workers: 77 (47 public servants; 30 cultural mediators), all working according the principles of the intercultural mediation.



Results

- The project CNAI was distinguished in 2005 with the 1st place of the Prize Good Manners in the Public Sector
- It was also considered an example of Good Practice in the “Handbook on Integration for policy-makers and practitioners” (in November of 2004) by the General Direction of Justice, Freedom and Security of the European Commission.
- One first evaluation took place in 2009 and concluded that the OSS-format is an ideal type of service provision, particularly geared to early reception of newcomers, if the political and structural conditions are fulfilled. In 2019, Portugal’s High Commission for Migration received the United Nations Public Service Award, an international recognition of excellence in public services for the CNAIM

- In 2022, the most recent assessment of the National Support Network for the Integration of Migrants (RNAIM) was completed (RNAIM includes the National Centres and the Local Support Centres for the Integration of Migrants), which resulted in an updated diagnosis of this Network and the identification of a set of suggestions and recommendations considered priority and relevant for a better functioning of this Network.

This study also made it possible to characterize the profile of the users of the Centres, as well as to measure the satisfaction of users with the Centres, resulting in a majority mentioning that expectations are exceeded after using the services in the CNAIM target group:

Migrants and refugees are the main users of CNAIM. The CNAIM intend to mediate the relationship of migrants with the various public (or other) services relevant to their integration process, regardless of their migratory status and path or stage of integration (newcomers; long-term residents; or even national with a migrant background). The services are prepared to respond to different profiles. On the other hand, the ACM, also through CNAIM, intend to sensitize the various public services (or others) to the importance of articulated responses in the integration of migrants, considering the specific needs of migrants and refugees. In general, it is intended to facilitate access to services by migrants and refugees.



Success Factors

- Being ahead – predicting changes and adapting.
- Place should be a welcoming space, easy to reach with adequate opening hours, in recognition of the fact that it may be challenging for beneficiaries to get there. This also means the service must be efficient and flexible, being also provided by telephone and e-mail.
- Intercultural mediators bridge an important gap between clients and the service.
- Effective training of staff is important in order to align all agencies with a common vision.
- Operating as part of a network, including with other local agencies, allows to expand the service's geographical remit, and serve different communities.
- Citizens with an irregular situation can be assisted at the Centers and be supported in their regularization process



Risks & Challenges

- If one agency does not share the same approach or attitude as the others, and is less sympathetic to migrants, this can damage the reputation of the OSS within the migrant community and have an impact on relationships and trust.
- Keep the team fully updated on legal rules and procedures.
- Maintain a coherent discourse in the approach to the citizen.
- Regular adaptation to different migrant profiles and different needs.

Do's

Pre-conditions for success:

- Actual and genuine collaboration between services that goes beyond the signing of an MoU is key.
- Find a space that is easily reachable
- Identify workers with the appropriate profile to serve the citizen
- Identify partners at various levels (central government, municipalities/local administration, non-governmental organizations, private sector) to cover the various dimensions of the integration process.

TOP 3 RECOMMENDATIONS

1. Commitment at management and staff level to the mission of the service. As for the staff, training on awareness about migration and vulnerabilities and how to support migrants is key to engage staff and develop a sense of commitment.
2. Intercultural mediators are necessary to bridge the gap between clients and the service
3. Working as a network



Mário Ribeiro Ana Couteiro



OSS Lisbon

CNAI, EU Integration

Evaluation of the One-stop-shop project, 2009.

IOM, Frameworks and good practices of intercultural mediation

Stockholm - Civic Office in Rågsved

Lead Agency

Stockholm Municipality

Context & rationale

This is a large neighbourhood in the outskirts of Stockholm which suffers from inequality, and social and economic deprivation. It has a high proportion of newcomers with limited Swedish language skills.

The office is open to all residents, but the majority of visitors are migrants.

The Office and its space have been designed with one goal in mind: how to support people to be independent, self-sufficient, more autonomous ?

Description

The Civic Centre was established in 2017 and is run by the municipality. It has about 40-50 visitors a day. Community Counsellors/advisers support visitors with tasks such as

- opening an email account;
- contacting social workers;
- finding the right contact in the welfare system which is complicated to navigate;
- applying for pre-school or school;
- finding the right forms;
- explaining letters from the authorities.





Resources needed

In Stockholm, 7 out of the 13 districts have civic offices but the one in Rågsved is unique in that they have taken an innovative approach in the way visitors are supported to learn and do for themselves, often by small but well thought-through measures. These 'tweaks' sets the Rågsved civic centre apart, but don't require a lot of additional resources.

The centre carried out a needs assessment to identify ways to improve the learning environment for visitors, overseen by a teacher.

The physical space is designed so that people learn when come to the office. The idea is to increase their independence and ability to carry out tasks by themselves. Computers are shared by the counsellor and visitor, and they each have two keyboards attached so that the visitor can complete their own information. There are big "speech bubble" signs hanging in the ceiling which help to navigate around the space, highlighting the activities which the visitor can do themselves in the boldest colours.

Staff are seen as educators, they are trained in adult learning and use language in an appropriate way to enhance the visitor's learning journey. This working method in now being shared with other civic offices.



Results

Statistics in 2021: 9,083 visitors (58% women), mostly adults (18-64 years). 35% lived in flats for newly arrived immigrants.

40-50 people come every day



Success Factors

- The centre takes an 'empowerment approach' and uses the physical environment to increase and enhance the learning of the visitor
- The civic centre make use of a 'Learning toolbox': containing simplified instructions, visuals, overview images, written in simple Swedish, glossaries (to remind the adviser of words that are complicated), a list of links to good websites in different languages.
- Staff are multilingual but encourage learning Swedish as part of the process. They have different educational backgrounds and work experiences (e.g. psychologist, social worker, teachers etc.)



Risks & Challenges

Challenge

Language barriers between counsellor and visitor.

Solutions

- Employ multilingual staff who can communicate with visitors in their first language
- Ensure all written and spoken communication is simple and easily understood
- Use images and body languages to visualise words when needed

Challenge

Meet demand in a drop-in setting when numbers of visitors is unknown and some visitors will require more attention than others

Solutions

- Employ more counsellor
- Try to identify patterns in visits throughout the month and develop the staff rota on that basis
- Allow for booked appointments for those visitors who require more attention and time to learn

Challenge

Making sure the venue is designed to enable a good learning environment and increases the possibilities for developing independence

Solutions

- Carry out a needs analysis: what do visitors need to do when they arrive? How can you create zones for different types of activities? How can you communicate this clearly with signs etc?

Challenge

To make sure all staff view their role as one of enabling a learning environment

Solutions

- Provide training opportunities for staff on how to best support learning
- Emphasise that the goal is independence and to work together with the visitor to find ways to develop it further.

The biggest risk is that instead of increasing visitors' independence, you enable dependency on counsellors. It's important to remind each other that the goal is independence.

Do's

Pre-conditions for success:

- Suitable staff (see below)
- A venue which can be adapted to encourage learning
- Pedagogical learning material to be used by staff to increase the opportunities for learning
- Make sure to signpost to your services in locations where newly arrived migrants go

Top 3 recommendations

- Create trust with the neighbourhood and the clients. Being consistent with opening hours helps foster trust.
- Take an empowerment approach and focus on the learning process of client's through the space and the integration journey.
- Make full use of the physical space to enhance the learning journey of clients.
- Employ staff with high competency e.g. multilingual, digital skills, pedagogical skills, cultural competency, awareness of societal issues



 medborgarkontoret@stockholm.se

 [Facebook page webpage](#)

Further Resources on One-stop- shops

ACIDI, [Handbook on How to Implement a One-Stop-Shop](#), 2009

Eurocities, [Promoting appropriate migrant participation in local labour markets through partnerships](#) Cities Grow Project, 2018

Eurocities, [Benchmarking Integration Governance in Europe's Cities](#), Inti-Cities Project, 2008

IOM, [Frameworks and Good practices of intercultural mediation](#), 2021

IOM, [Portugal Fact Sheet](#)

OECD, [Working Together for Local Integration of Migrants and Refugees in Barcelona](#), 2018

Glossary

General note on use of 'migrants' across all How-to Guides: The term 'migrants' is used to speak about all people who have moved from one country to another, including refugees, asylum seekers, undocumented migrants and migrants of any other immigration status, unless otherwise specified.

Advice

Advice is used for all types of information-giving, but does not refer to any psychological or therapeutic interventions (which are, rather, counselling or therapy)

Firewall

A security device that monitors and filters incoming and outgoing traffic to protect an individual or organisation from harm. This may be literal (e.g. digital firewalls) or metaphorical (e.g. social firewalls).

Intercultural mediation

Act of establishing social links between people of different cultures and values systems by first getting them to understand and acknowledge the differences in perspectives and learn ways to accommodate this.

Mainstream

Incorporating a particular practice or activity which is delivered separately for certain target groups (for instance, refugees or people with learning activities) into general provision so that it becomes a normal offer

Migrant Communities

Communities of people not born in the host country who share a common characteristic, often of nationality but also of faith, culture and tribes.

Imprint

Publisher: Eurocities, Brussels – Belgium

Main authors: Dirk Gebhardt, Ceri Hutton, Bella Kosmala, Tamsin Koumis, Sue Lukes, Georgia Luling Feilding, Rivka Micklethwaite, Richard Williams (MigrationWork).

Co-authors: Alexandra Weerts (Eurocities); Spyros Stekoulis, Eleftheria Pita (ANATOLIKI SA); Matteo Decostanzi (ANCI Piemonte); Sofie Salamanca, Greet Vierendeels (Antwerp); Adelina Filimon (Asti); Panagiotis Psathas (Athens); Emmi Leclerc (Brest); Emilia Botezan, Andriana Cosciug (Cluj-Napoca); Ilaria Vitto (Cuneo); Jochen Schneider, Silke Straubel, Sebastian Volbert, Katrin Wichmann (Dortmund); Inger Jayakoddy, Sofia Olsson Quist, Turkay Rahimova (Gothenburg); Eleni Bletsas (Karditsa); Pia Lorenz, Matthias Weigend (Leipzig); Belén Campillo López, Javier Sánchez García, Carmen Gutierrez Olondriz (Madrid); Cécile Miné, Anna Leysens (Paris); Filippo Galeazzi, Camilla Murgia (Pesaro); Janoušek Jan (Prague); Giulia De Ascentiis (Settimo Torinese); Denitsa Lozanova, Sevdalina Voynova (Sofia Development Association); Anna Almén-Bergström, Daniel Harc, Arja Kallo, Perim Ström (Stockholm); Mina Bouhlal (Tampere); Paola Giordano, Marilena Parisi, Massimo Semeraro, Alice Turra (Turin); Jan Braat, Niene Oepkes (Utrecht); Joanna Sosnowska, Magdalena Wieczorek (Warsaw); Andrija Petrović, Jana Radić (Zagreb).

Design & Development: Alejandra Soto & Esther Rizo

Animated videos: Tim Armstrong

We would also like to extend our gratitude to the following cities and organisations that did not take part in the CONNECTION project but contributed with their best practices for this publication: Barcelona, Bilbao, Birmingham, Fuenlabrada, Munich, Oslo and Portugal High Commission for Migration. We would also like to thank Dr Kalinca Copello for her valuable input on one-stop-shops.

Copyright

© 2022 Eurocities asbl, Brussels, Belgium. If you would like to cite any part of this publication, please make reference to its title and authoring organisation.

Work to produce the guides and introduce all partners to the project methodology was led by CONNECTION partner, MigrationWork CIC, a not-for-profit consultancy that works on issues of migration and integration.



This publication has received funding from CONNECTION, a project funded by the European Union's Asylum, Migration and Integration Fund under grant agreement no. 863395. Responsibility for the ideas and opinions expressed in this publication lies with the authors of the project. The Commission is not responsible for those ideas or opinions nor for any use that may be made of them. © EURO CITIES 2022