



# Toolkit Peer mentoring cities in Europe

## FAB common partnership and intervention model on refugee integration with focus on women and the Skills Profile Tool

### A4.3.3 Toolkit

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Author: Elena Grilli, MetropolisNet EEIG

Revision: Antonia Restemeier,  
MetropolisNet EEIG



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## MetropolisNet

European network of local development  
partnerships in metropolitan areas

## Content

<b>CONTENT AND USE OF THE TOOLKIT .....</b>	<b>3</b>
<b>1 INTRODUCTION TO THE FAB PROJECT .....</b>	<b>4</b>
<b>2 THE MENTORING PROCESS AMONG CITIES IN FAB .....</b>	<b>6</b>
2.1 THE PROCESS OF SELECTING AND ADAPTING PRACTICES FROM OTHER CITIES .....	7
2.2 ROLES AND RESOURCES INVOLVED IN THE TRANSFER AND MENTORING PROCESS .....	8
<b>3 THE MENTORING SYSTEM TOOLS.....</b>	<b>10</b>
3.1 THE TRANSFER AND ADAPTATION PLAN.....	10
3.2 THE LOCAL EMPOWERMENT WORKSHOPS .....	16
3.2.1 HOW TO RECRUIT AND ENGAGE PARTICIPANTS .....	17
3.2.2 HOW TO SELECT CONTENTS AND METHODS .....	17
3.2.3 METHODOLOGICAL APPROACH .....	20
3.3 THE MENTORING VISITS .....	23
<b>4 CONCLUSIONS AND REFERENCES .....</b>	<b>26</b>

## Content and use of the toolkit

The FAB project – and in particular its O.4 - aims at developing a European Partnership- and Intervention-Model providing cities and regions in Europe a framework for setting up a strategy for fast-track integration of refugees and asylum seekers (in particular female refugees and asylum seekers).

The “**FAB common partnership and intervention model on refugee integration with focus on women and the Skills Profile Tool**”, shortly “**FAB model**” is the result of the policy research, dialogue and Peer assessment carried out since 2018, when FAB started, until its end.

The FAB model is composed of three different parts, aimed at exploring the different aspects, conclusions, recommendations and guidelines which result from the different processes and actions activated by the project – studies, research, study visits and Peer reviews, transfer and adaptation of measures and practices on refugee inclusion, pilot implementation processes, and all the reflections started from the actions.

The three parts composing the FAB common partnership and intervention model on refugee integration with focus on women and the Skills Profile Tool are:

- **Policy Strategy Outline.** In this document, firstly, we describe and analyse the existing partnership models as a basis for developing an overarching European Partnership-Model<sup>1</sup>. Secondly, we describe and analyse the interventions, implemented by the Cities as a basis for developing an overarching European Intervention-Model. Thirdly, both, the chapter for Partnerships and the chapter for Interventions end up in extended recommendations for a European Partnership - and Intervention Model;
- **FAB Guideline.** This document is targeting primarily policy makers, public and private bodies responsible for designing and managing measures to integrate refugees and migrants into EU labour markets. Starting from the recommendations collected across the project process, and integrating feedback and suggestions involved from the FAB partnership, it is meant as a guide to local authorities in drafting a policy strategy, with concrete examples from the local contexts;
- **FAB Toolkit.** The last part of the FAB model explains and showcases the methods, tools and results of the transfer and adaptation processes that the 5 FAB cities – Milan, Stockholm, Vienna, Berlin and Belgrade have put in place to answer their most urgent needs in terms of refugees’ integration into their local contexts. All the actors involved have considered this deep exchange as one of the most valuable in the project, this practical step-by-step toolkit gathers its tools, learnings and legacy, so to hopefully stimulate similar processes in many other European cities.

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<sup>1</sup> which have been described in the context researches (2018) within Outcome 1 (O.1) of the FAB project

## 1 Introduction to the FAB project

### FAB in a nutshell

**Title:** FAB – Fast track Action Boost

**Duration:** 39 months

**Start/end dates:** 01/02/2018 – 30/04/2021

**Partnership:**

City of Milan (lead partner)

Afolmet (IT)

Senate of Berlin (DE)

MetropolisNet EEIG (DE)

GoldNetz (DE)

Labour Market Administration – Stockholm (SE)

Employment Agency of Madrid (ES)

Vienna Board of Education (AT)

Ministry of Labour, Employment, Soc. Affairs (Serbia)

Söestra (DE)

#### Objectives and results

Across 39 months of implementation, FAB was aiming to contribute to improving the capacities of the member countries to put in place effective responses on the long-term integration of persons seeking international protection.

To do so, it put in place a system of analysis and knowledge exchange among city-level partnerships across Europe, sharing each other's best practices in the sector, self-assessing the strengths, weaknesses and main needs in each context.

This process was called **Peer Mentoring System among cities** and it was a pre-condition to design, implement and evaluate **5 pilot projects** in the cities of Milan, Stockholm, Berlin, Vienna and Belgrade.

FAB **overall objective** is to contribute to improving the capacities of the member countries to put in place effective responses on the long-term integration of persons seeking international protection.

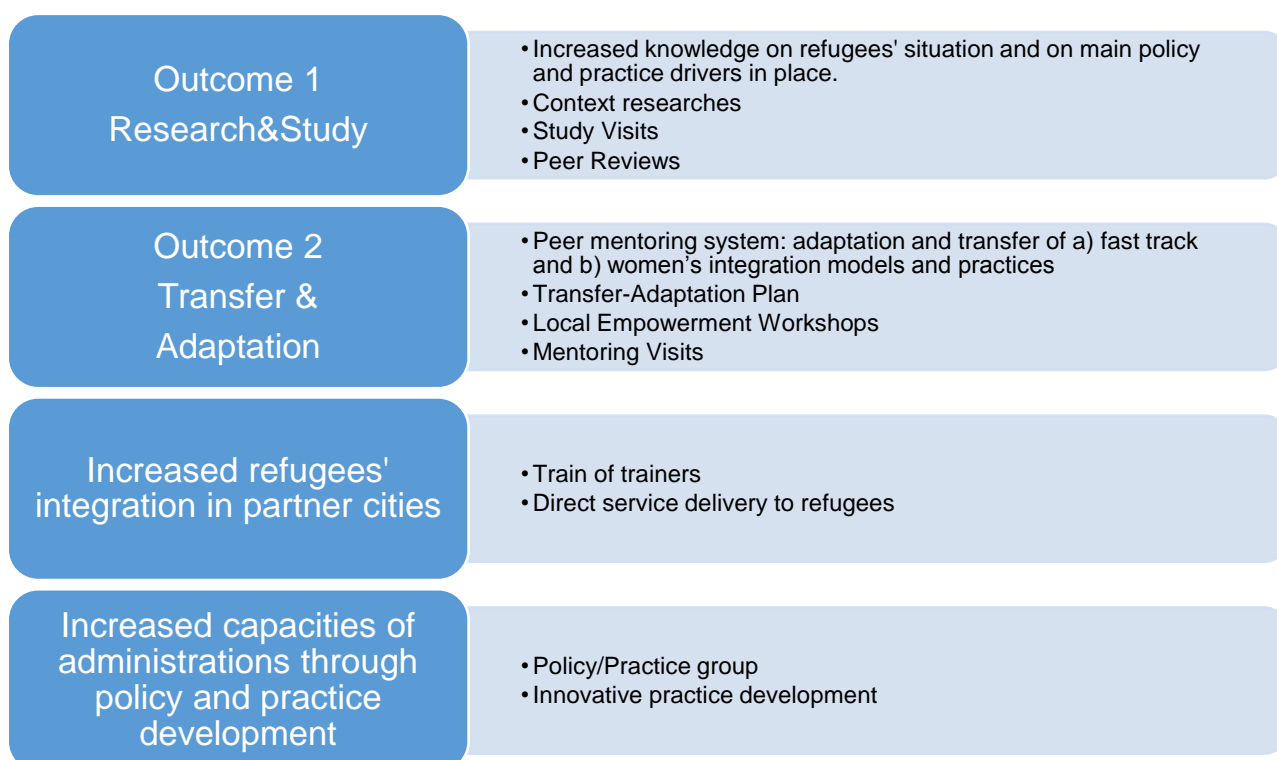
Its **specific objectives** were to:

1. Improve the integration of refugees/asylum seekers/beneficiaries of international protection, through mainstreaming relevant and tested policies, measures and practices;
2. Improve the capacities and knowledge of key actors at the city-level to plan, implement and mainstream the measures, service delivery mechanisms and practices;
3. Develop innovative European models of policy approaches, practices, methods, and guidelines flowing from project results on fast-track integration and on women integration.

By the end of the project, **FAB has involved 294 refugees**, out of which 231 women, in 5 countries, through: a) establishing a sustainable and effective Peer mentoring model among cities; b) piloting and testing the most relevant measures for fast-track and women integration in partners' contexts and c) developing innovative mechanisms, practices and policies starting from the results experienced during the project lifetime.

The figure below illustrates the structure of the project in terms of actions and expected outcomes.

**Figure 1 – Outcomes and activities in FAB**



## 2 The mentoring process among cities in FAB

Cities mentoring one another has been the core concept in FAB to select, adapt and transfer knowledge and (parts of) practices which were relevant and needed to respond to refugee inclusion in each of the selected contexts. Informed by researches in local contexts, study visits and Peer reviews of relevant and existing practices in all partner cities, the mentoring process has developed since 2019 until the end of FAB. Originally, the mentoring process was planned to last only one year. In reality, it has been accompanying for longer the cities, also during the pilot implementation processes.

This was considered by partners and stakeholders a most valuable process:

- It allowed city administrations, private partners and stakeholders to access models and practices which could be relevant in their contexts;
- It stimulated a peer learning process, where expertise was shared on the European level, thus deepening the sense of partnership and mutual collaboration;
- It also pushed public and private local stakeholders to coordinate more than in the past, installing an unexpected level of exchange and cooperation within cities and not only among cities. This was particularly important in some cities, i.e. Milan, where a “silos” approach to refugee integration was previously in place.

The main tools and experiences gathered in FAB to install a functioning “Peer mentoring” are illustrated and shared. The objective is to encourage more European cities to use this approach to learn and adapt experiences and knowledge that are relevant to their contexts. This can be valid for refugees’ policies and practices, as well as for any other topic regarding cities’ urgencies and needs.

**The core of the Peer Mentoring system is about cities helping and supporting other cities with their knowledge, expertise and experiences on refugees’ integration and inclusion.**

Horizontal cooperation between the city administrations, as well as among public and private organisations involved in migration, employment and social inclusion policies can be a very effective way to plan effective policies and measures, reflecting the local emerging needs and allowing persons to exchange on the basis of the will to solve a common problem. In FAB, the cities involved have transferred their knowledge and practices to other cities and have adapted and implemented experiences from other Peer cities all of them will “imported” a practice from another one. But how did this transfer system work?

The transfer and adaptation took place, in each city involved, through:

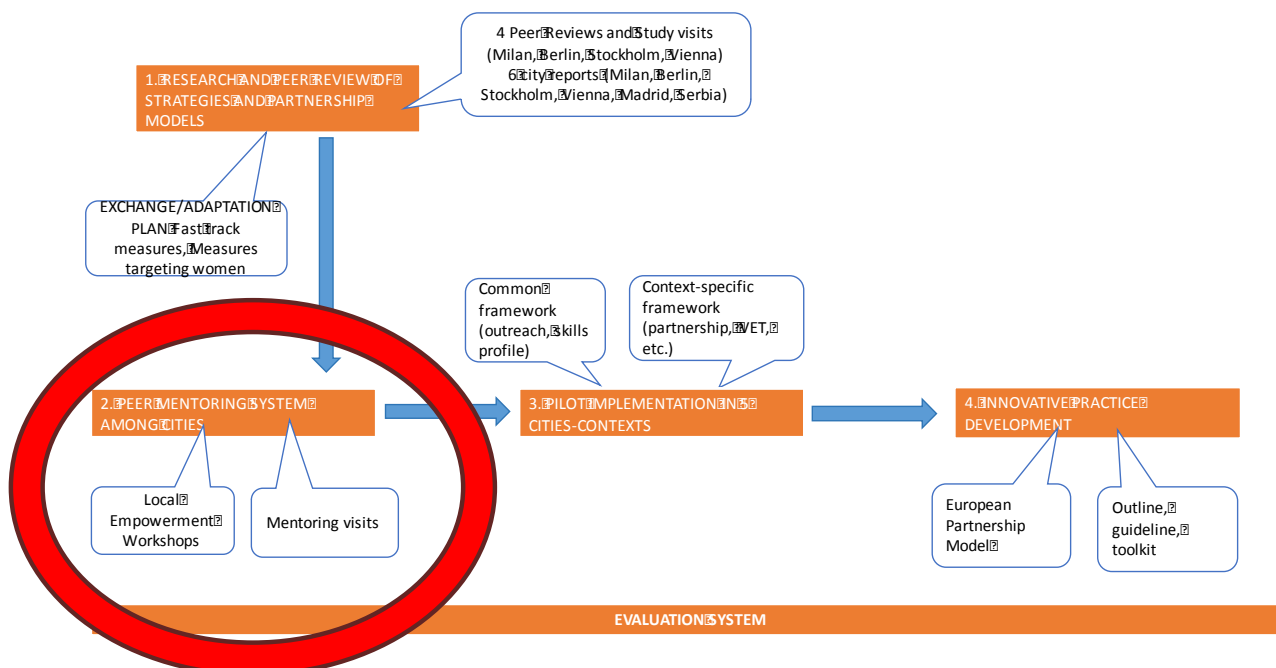
- Researches in city contexts, Study visits and Peer reviews to assess the situation in real time; assess the available practices and set the priorities and needs in each place;
- The **Transfer & Adaptation Plan**, a tool for selecting the most appropriate experiences and expertise to transfer from/to each project location and plan and manage the exchanges.
- **Local Empowerment Workshops** in each city to boost the exchanges, deepen the knowledge at all levels of the selected practices to be transferred and enhance the capacity building processes needed to plan the pilots, based on the exchanges;
- Mentoring visits, from/to the transferring or the recipient city, in order to accompany the pilot implementation of the selected practices,
- Draft of a common curriculum for trainers, resuming the competences and needs for trainers, mentors, and all local staff involved, to implement the selected pilots on refugee integration.

## 2.1 The process of selecting and adapting practices from other cities

It would not have been possible to select the “right” measure from another context, in FAB, without a throughout analysis of the contexts and their needs, as well as of the practices and “solutions” available elsewhere.

The figure below illustrates the linkage between the research, the knowledge exchange and the implementation of pilot projects aimed at integrating refugees in local labour markets.

Figure 2 – The link between Outcomes in FAB



As shown, within **the research phase** every city investigated about their current situation, the they selected and adapted the most relevant practices for their needs within the **Peer Mentoring**

**System**, and finally, within the **pilot implementation phase**, where the services to refugees selected and studied in FAB have been concretely offered to refugee populations of Milan, Berlin, Stockholm, Vienna and Belgrade.

As a final step, a multi-level reflection process was activated at all levels, to gather a European Partnership and Intervention Model, of which the current toolkit is an integral part.

## 2.2 Roles and resources involved in the transfer and mentoring process

**MetropolisNet EEIG** coordinated the whole process, through

- ✓ Coordinated the work plan, set and checked the deadlines
- ✓ Drafted guidelines and templates for activities
- ✓ Collected information from partners about the exchanges
- ✓ Gave general advise to city partners about LEW organisation/implementation

**Berlin, Milan, Stockholm, Vienna and Belgrade were hosting cities**, importing a model – or a part of the model from another city, and adapted it to their own context. They fulfilled the following tasks:

- ✓ Provided update context analysis and research
- ✓ Identified the best expertise and practices available in their own contexts, to be presented and made available to partner cities;
- ✓ Identified and selected the models and practices to adapt and import (see the Transfer and Adaptation Plan for details)
- ✓ Got in first contact with their “mentoring city” to agree upon the transfer and adaptation context
- ✓ Organised and implemented, in coordination with the “mentoring city”, the Local Empowerment Workshops (LEW) and mentoring visits
- ✓ They reported and followed up about the results of the LEWs and mentoring visits.

**Berlin, Milan, Stockholm and Vienna were mentor cities**. They made available a model practice from their own city, and supported the adaptation of these practices to the “implementing cities”. They fulfilled the following tasks:

- ✓ Provided descriptions, expertise, resources and input to show the practice(s) proposed;
- ✓ Got in contact with implementing city to agree upon the transfer and adaptation context, expertise needed and requirements for the transfer process to be successful;
- ✓ Participated and contributed to planning and implementation of the Local Empowerment Workshops (LEW) and mentoring visits in the “implementing city”



## BOX 1 – Different types of transfers in place in FAB

The figure on the right illustrates different possibilities of exchange and transfer, that took place in FAB. It is interesting to notice that in all cases, the practices were more of inspiration to design an adapted model in hosting cities, through dialogue and exchange with the mentor city, rather than a “transfer” as such.

Only one transfer took place 1:1, between Stockholm and Berlin. This meant that cities exchanged one model each – the Neighborhood mothers was transferred from Berlin, and SFX from Stockholm in respective cities.

Stockholm and Milan were mentoring 2 different cities each: Stockholm mentored Milan, with SFX Cucina, and Berlin, as mentioned. Milan mentored Vienna with Esagono and Belgrade through its employment and social services’ system to Belgrade.

**The flexibility of the exchange process and having taken into account local needs to select the best expertise which was needed was a basic success factor for the mentoring process.**



## 3 The mentoring system tools

### 3.1 The Transfer and Adaptation Plan

The Transfer & Adaptation Plan is a tool that summarized all the basic data about the exchanges: what practices are being transferred where, when are the LEW planned, when are the Mentoring Visits planned and what are the expected results of these activities.

The T&A plan is a tool to help cities to identify all the important elements of exchanges in place:

1. General information about the transfer
2. Staff / stakeholders to involve (host and mentor city)
3. Definition of 2 LEWs: location, dates, contents, topics, participants and results
4. Definition of Mentoring visits: location, dates, contents, topics, participants and results

Every city - **Berlin, Milan, Stockholm, Vienna and Belgrade** - was responsible for completing a Transfer and Adaptation City Plan. [Resource Pack, Part 1](#) includes the template to be used by each city to track all the relevant information on the Transfer and Adaptation Process. These information concern:

- General information about the transfer;
- Identification of staff and stakeholders to involve, in the host city and in the mentor city;
- Definition of 2 LEWs in terms of dates, contents, topics, participants and expected results;
- Definition of Mentoring visits.

The actual transfers among cities were there following:

PEER MENTORING SYSTEM AMONG CITIES Implemented in FAB			
Target city/context	Relevant practice(s) for transfer	From	Main contents
Milan	SFX Cucina	Stockholm	SFX - Intense language studies combined with vocational classes for newly arrived professionals in the Stockholm County. In Milan, it was found that the most relevant model to transfer is the SFX Cucina, answering to the labour market needs and to the development of beneficiaries targeted.
Berlin	Swedish for professionals combined with YFI (	Stockholm	SFX - Intense language studies combined with vocational classes for newly arrived professionals in the Stockholm County. YFI offers vocational training for immigrants with integrated language education. The aim is to increase the capacity of adult education in the City of Stockholm to effectively integrate language and vocational training in an educational programme for low educated adult immigrants. The project tried methods to speed up their attainment of a relevant language and vocational competence. YFI offers education and training for occupations such as assistant nurse, construction worker and chef. The target group is adult immigrants with short school background – from 6 years in comprehensive school up to early stages of upper secondary school. Some also have limited learning skills.
Stockholm	Stadtteilmütter	Berlin	The "Neighbourhood Mums" serve as a key example of Berlin's low-threshold, outreach integration policy. It is a local initiative, launched in Berlin-Neukölln in

			<p>2004, that qualifies long term unemployed women who are mothers and have a migrant background. In a 6-months training program they are prepared to offer education and support to other migrant families that cannot be reached through established institutions and programmes. Due to the cultural proximity, neighbourhood mums are able to reach social disadvantaged and under privileged migrants, predominantly through their networks on local level. Since 2014 the focus of the Neighbourhood mums project has broadened to the newly arrived refugee women as well. Evaluation of the pilot project showed that the preventive and low-threshold approach achieved significant results, in particular in education and health care issues.</p>
Serbia	Employment services' system to migrants	Milan	<p>Policies for employment services. Focus on the journey of a beneficiary across the municipal services for integration and employment available in Milan: general employment services provided by AFOL Metropolitana, on the provisions for social inclusion (CELAV).</p>
Vienna	Esagono, guidance and counselling	Milan	<p>The project "Esagono" (2011-2017) in which several orientation/guidance services were provided to young people (age 12-18) and their parents to achieve the right school choice and to reduce the early school leaving.</p> <p>This experience built also a strong network of stakeholders to address the NEET (Not in Employment Education or Training) issue, as Public actors, VET centers, NGOs working with disadvantaged persons.</p>

## BOX 2 – Example of a Transfer & Adaptation City Plan, Milan to Vienna

The templates below should be filled by each city “importing” practice. The data will be consolidated in the Transfer & Adaptation Plan.

### A) General information on the transfer

<b>Host City</b>	Vienna
<b>Mentor City</b>	Milan
<b>Name of good practice model</b>	Guidance services for parents/young people
<b>Most urgent needs identified in the hosting city</b>	<p>The focus is on those parents who are challenged by the Austrian school system, the further education system and the job market for their children due to immigration.</p> <p>On the one hand, uncertainties arise due to the new, complex Austrian education and job market system to the parents; on the other hand, these uncertainties often are the reason for misunderstandings in the schools and public administration.</p>
<b>Parts/Elements of the good practice to be transferred</b>	<p>AFOL Metropolitana will share its experience from the project “Esagono” (2011-2017) in which several orientation/guidance services were provided to young people (age 12-18) and their parents to achieve the right school choice and to reduce the early school leaving.</p> <p>This experience built also a strong network of stakeholders to address the NEET (Not in Employment Education or Training) issue, as Public actors, VET centers, NGOs working with disadvantaged persons.</p>
<b>Expected results of the transfer and the mentoring process</b>	Parents with a refugee and immigrant background receive two main types of training and counselling: (1) providing information on the conditions in schools with regard to the parent’s rights and obligations and (2) receiving advice on the vocational and educational opportunities of their children.

## B) Stakeholders to be involved in the transfer and mentoring process

<p><b>Stakeholder(s) from Good Practice Model</b></p> <p>(role/function in good practice, what kind of expertise)</p>	<p>Staff from AFOL Metropolitana involved in the “Esagono” project.</p> <p>Gruppo Vincenziano Formagiovani – guidance services for young people and their families, addressing usually persons in disadvantaged contexts</p> <p>Informagiovani Comune di Milano – official guidance service managed by the Municipality of Milan, offers different orientation activities for young people</p> <p>Fondazione Franceschi – no profit foundation that works on a project called “Attitudini” (attitudes) to help young people to find the right path in school/job</p> <p>Assolombarda???</p>
<p><b>Stakeholders from Receiving City</b></p> <p>(Which background, e.g. representatives from public authorities, minority communities, NGOs, multipliers etc.)</p>	<p>Bildungsdirektion für Wien (BDW), Board of Education for Vienna. Executive Management</p> <p>Landeselternverband Wien (LEVW), Vienna Parents’ Association. Operative Management</p> <p>Erwachsenenbildungszentrum VHS Brigittenau, adult education centre. Implementation of the training program.</p> <p>Sprachförderzentrum Wien. Centre for language assistance.</p> <p>Intercultural Parent Work, Recruiting.</p>

## C) Local Empowerment Workshops (LEWs)

<p><b>1<sup>st</sup> LEW</b></p>	
<p><b>Date</b></p>	<p>18-19 February 2019</p>
<p><b>Location</b></p>	<p>Milan – AFOL Metropolitana, via Soderini 24</p>
<p><b>Number of participants</b></p>	<p>2 (from Vienna)</p>
<p><b>Background/Role of participants</b></p>	<p>Head of Executive Management</p> <p>Assistance</p>
<p><b>Content</b></p>	<p>Introduction to “Esagono” Project: aims, methodology and tools.</p> <p>Stakeholders’ guidance network of Milan: case histories.</p> <p>Discussion.</p>
<p><b>Aims and expected results</b></p>	<p>Share info about best practices and identification of common aims and activities</p>

<b>Tasks to be completed and implemented until next LEW / Workplan</b>	Evaluation of tools and methodologies that can be implemented in Vienna: what can me remain the same and what needs to be adapted
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<b>2<sup>nd</sup> LEW</b>	
<b>Date</b>	11-12-13 March 2019
<b>Location</b>	Milan – AFOL Metropolitana, via Soderini 24
<b>Number of participants</b>	2 (from Vienna)
<b>Background/Role of participants</b>	Head of Executive Management Assistance
<b>Content</b>	Some last case histories from stakeholders and subsequent discussion.  A day and a half dedicated to the adaptation of best practices (in terms of methodologies and tools) that will be implemented in Vienna: active workshop.
<b>Aims and expected results</b>	First draft of the procedures, guidelines, tools for the implemented actions.
<b>Tasks to be completed and implemented after the LEW</b>	Final definition of the pilot project in Milan

## 3.2 The Local Empowerment Workshops

Local Empowerment Workshops (LEW) have been the main tools used to transfer a practice from one city to another.

Though simple, LEWs are powerful tools to instal a significant dialogue among the stakeholders of the two cities and to adapt the practices, knowledge and tools to the local contexts.

**What are the LEWs?** The LEWs are highly interactive workshops, where structured dialogue among city administrations, employment/social stakeholders, refugees' representation and other relevant actors stakeholders is raised and stabilised.

**What is the aim of LEWs?** In FAB, and hopefully in other cities, their aim was to adapt and transfer the knowledge and capacities needed to implement the selected good practice(s) with the persons and structures that were directly responsible for the pilot implementation in FAB.

### OVERVIEW on LEWs

**HOW MANY: 10 LEWs**

**HOW LONG:** from 1 to 2 days each

**PARTICIPANTS:** 101 participants overall

**WHEN:** between January 2019 and April 2020.

#### THE ACTUAL EXCHANGES:

- Berlin to Stockholm, Stadtteilmütter. 4–5 March and Berlin: 23–24 March 2019
- Milan to Wien, Esagono. 8–19 February and 11–13 March 2019
- Milan to Belgrade, 7–8 October 2019 and Belgrade, 22–23 January 2020
- Stockholm to Berlin, SFX – Intense language studies combined with vocational classes 22 February and 23 May 2019
- Stockholm to Milan, SFX Program (Swedish for Professional). 4–5 July and 15–16 October 2019

In this section we provide a practical guideline and examples to prepare and manage successful LEWs. Here the practical steps, to do's and tasks of partners will be explained. In the Annexes you will find templates and tools to implement the different tasks, namely:

- Selection and recruitment of participants
- Contents, methods and resources
- Practical Checklist for Local Empowerment Workshops



### 3.2.1 How to recruit and engage participants

Having the right participants is a key aspect for the LEW success. In FAB, persons and organisations taking part in the LEWs were most of the times the same who were then responsible for the Pilot implementation in each city.

**The ideal size for a LEW is around 20-25 participants:**

- **Host city:** staff and organisations responsible for the pilot implementation, stakeholders who have a role
- **Mentor city:** 1-2 expert(s) able to prepare and transfer key content from the model practice

**As a prerequisite to be successful, the LEW organisers could keep in mind some questions all the time:**

- Are the right participants present? Are the suitable organisations represented? Is there sufficient diversity and fair representation within the audience?
- Are all the participants in a position to actively participate, i.e. Can the participants speak for their organisations, do they have the right to decide??
- Are the right experts present and willing to cooperate?
- Are the core elements of the practice under discussion being analysed?
- Did the planning keep into account the needs – learning needs, timing, resources, needed by the participants? If not, is there some solution/concrete step to be undertaken on the spot?

### 3.2.2 How to select contents and methods

Each LEW is different from one another and needs to be the most adapted and tailored as possible to local needs and challenges. Therefore, it is important to raise questions and reflections that could arise when the LEW is happening concretely.

**Even with their own specificities, a LEW should always be able to cover some key aspects:**

- Get together, general introduction
- Discussion on the context of implementation
- Presentation of model practice in all its elements
- Strategic planning of the implementation of the model in the host city (case study, simulation)
- Operational planning of the implementation of the model in the host city
- Evaluation

The agenda should cover all the necessary topics, be built in a way to involve as much as possible the participants and stimulate discussion, allow to undertake practical agreements on the local level.

## BOX 3 – Example of LEW Agenda in Berlin

In May 2019, it took place in Berlin a “double” LEW: on the one hand, it was used to refine the planning of the pilot implementation in Berlin (Jobboost), with the support of the Swedish experts. On the other hand, Swedish staff from the Municipality were supported by the staff and counsellors from the Stadtteilmütter project to refine their own implementation in Stockholm. On the second day, all the participants joined in a plenary final session to discuss, exchange views and experiences on the exchange and transfer processes.

*The accelerated integration of women asylum seekers\* and refugees, especially women, into the labour market:*

*The European project FAB - Fast Track Action Boost, Good Practice Programmes from Sweden & the planned pilot measure in Berlin*

**Date: 23.5.2019, 9:30 - 13:15 and 24.5.2019, 9:30 - 15:30**

Location: Kronenstraße 6, 10117 Berlin, Atrium (ground floor)

Organizer: Senate Department for Integration, Labour and Social Affairs, MetropolisNet EWIV

### Day 1: Programme with project participants and external experts & practitioners

Time	Program
09:00 – 09:30	<i>Check-in &amp; Welcome Coffee</i>
09:30 – 09:45	<b>Welcome and programme presentation</b> Dr. Reiner Aster, MetropolisNet EWIV Moderation: Dubravko Grsic
09:45 – 10:00	<b>Introduction round</b> , especially by and for new participants
10:00 – 10:15	<b>Summary of the results of LEW 1</b> MetropolisNet EWIV
10:15 – 11:00	<b>Presentation of the revised concept for the pilot measure</b> (Reference to LEW 1, Stockholm models) Angela Dovifat & Nina Wepler, Goldnetz - With question round
approx. 15 min	<i>Coffee break</i>
11:15 – 13:00	<b>Discussion of the concept of the pilot project and of accompanying topics with the participants</b> - Work in small table rounds
approx. 10 min	Evaluation
13:15 – 14:00	<i>Closing at lunch buffet</i>

## Working language: German

Participants day 1:

- MET
- Goldnetz
- SenIAS
- participants from LEW 1
- Federal Employment Agency

## Day 2: Joint programme of Berlin and Stockholm project partners

Time	Program point
09:00 – 09:30	<i>Welcome coffee and greeting</i>
09:30 – 10:00	<b>Introduction round</b> (especially for the trainers and new participants)
10:00 – 10:45	<p><b>Presentation of the pilot project "District Mothers" in Stockholm, conclusions from LEW 1 and summary of results from LEW 2/day 1</b></p> <ul style="list-style-type: none"> <li>- What was transferred from Berlin-Neukölln to Stockholm?</li> <li>- What are the differences between the Berlin and Stockholm district mother project? How and by whom will it be implemented in Stockholm?</li> </ul> <p>Annika Rosbring &amp; Åsa Enrot</p>
10:45 – 11:15	<i>Coffee break</i>
11:15 – 12:00	<p><b>Presentation of pilot project "Job Boost" in Berlin conclusions from LEW 1 and summary of results from LEW 2/day 1</b></p> <p>Nina Wepler &amp; Angela Dovifa (Goldnetz)</p>
12:00 – 12:45	<i>Lunch buffet</i>
12:45 – 14:45	<p><b>World Café: What could a common curriculum for trainers look like?</b></p> <ul style="list-style-type: none"> <li>- Necessary competences and learning outcomes</li> <li>- Walking gallery</li> </ul>
14:45 – 15:30	<i>Closing, evaluation and coffee</i>

## Working language: English

Participants of day 2:

- MET
- Goldnetz + trainers
- SenIAS
- Stockholm + trainers

### 3.2.3 Methodological approach

In choosing the methodology to carry out the different workshops' sessions, it was useful in FAB cities to reflect on the specific aims of the LEW and select appropriate methods to enhance their achievement. A simple comparative table to reflect upon possible effective approaches to undertake in the different sessions is illustrated below:

Objectives	Possible methodologies	Resources and tips
<b>Getting to know each other, creating good atmosphere.</b>	Formal presentation rounds, ice breakers, presentation games, i.e.:  Speed-dating, Who Is It? Etc.	Think about the audience present in the LEW – would informal activities be well accepted?
<b>Transferring knowledge and contents from one city to another</b>	Use of power points, videos, printouts	A lively alternative to power points is prez.com, allowing to create easy-to-handle presentations online.
<b>Discussing a topic with participants</b>	Many possibilities, depending on the size of groups, objective of the discussions, etc. examples:  Moderated discussion  Fishbowl method  World café  Taking sticks  SWOT analysis...	The methods chosen by organisers, moderators and experts should take into account the audience, their experiences and expectations. Where possible, active involvement of participants as co-facilitators can be a very good idea
<b>Co-develop a work-plan for the experimentation in cities</b>	Many possibilities, i.e. brainstorming, metaplan to collect ideas, collective work-plans to establish tasks, deadlines and to do's.	In the resource pack, you can find examples of GOPP method in workshops (Goal Oriented Project Planning).

### Hints and tips:

- Alternate moments of knowledge sharing and transfer to moments of concrete common work, and reflection
- Stimulate debate and discussion
- Use working groups, and let the groups develop their own products, codes, protocols. This experience will be crucial when coming to the experimentation
- Listen to the participants' suggestions, appreciations and criticalities. They will be precious to re-plan the new activities

Moderators, facilitators and experts are key actors who can determine the success or failure in the process, as they will be the main vehicle to allow learning, exchange and adaptation processes in a specific context.

In addition to having knowledge and competences about the practices and models they are bringing forward, they should be able to **foster positive thinking**, through be mindful of acknowledging negative feedback, however, effectively promote positive thinking within discussions and about what is being achieved through the LEWs.

A challenging point will be **how to involve the experts from the mentor city** in a meaningful way, taking potential barriers into account, concerning language, different contexts of implementation etc. During the Peer Reviews in FAB we had the possibility to experiment a simple and powerful way to do that: participants were divided into groups after the presentations, prepared their questions and then came back to the experts. A similar procedure could help a lot in the LEWs as well.

Another fundamental aspect will be for the workshop facilitators to **manage cultural diversity**. The moderators/facilitators/experts must recognize that cultural diversity comes in many different forms. Therefore, the facilitator must be aware of how to effectively manage a culturally diverse group.

### Suggestions for how cultural diversity can be managed:

1. **BE AWARE OF STEROTYPES.** Once you know who will take part in the LEW do your research and find out more about the cultural mores and norms that might be relevant. Understand the needs of the group and shape the LEW in response.
2. **COMMUNICATION.** Be mindful of language needs. Avoid jargon. Watch and respond to body language and gestures that might be culturally relevant. Use accessible language.
3. **RESPECT CULTURAL DIFFERENCE.** In relation to gender differences, education, education, ethnic background.
4. **RECOGNISE STATUS.** Be mindful of the individual's status. Be careful in exposing vulnerabilities. Allow those who are willing to express their vulnerabilities and deal with this carefully.
5. **USE A CODE OF CONDUCT.** Encourage and implement a safe environment. Be aware of your own prejudices and those of others. Set boundaries and expectations. Don't impose (your) norms on the group/recognize that there may be a prevailing norm. Implement zero tolerance when it comes to discrimination.

Here below, you find a simple checklist to prepare and manage successfully a transnational LEW:

Task	Description of task/outputs	Responsible	Deadline
<b>General preparation</b>	Templates and checklists for LEW preparation, implementation and follow up	MetropolisNet	See local workplans
<b>Organisational aspects</b>	Establish dates and locations of LEWs as soon as possible	Host and mentor cities: Berlin, Milan, Stockholm, Belgrade, Vienna	See local workplans
<b>Content preparation of LEW</b>	Agree about contents and objectives of LEW coherently with research results and Mentoring agreements	Hosting and mentor cities: Berlin, Milan, Stockholm, Belgrade, Vienna	See local workplans
	Agree about sessions, methods and outcomes of the LEW	Hosting and mentor cities: Berlin, Milan, Stockholm, Belgrade, Vienna	10 days before the LEW date
	Identify experts suitable and available for LEW implementation	Mentor cities: Berlin, Milan, Stockholm, Vienna	30 <sup>th</sup> December
<b>Recruitment of participants</b>	Identify possible participants in LEW (staff, organisations etc later involved in O3, pilot implementation)	Hosting cities: Berlin, Milan, Stockholm, Belgrade, Vienna	30 <sup>th</sup> December
	Prepare and manage stakeholders' database with all contacts of the organisations and persons interested and participating in LEWs	Hosting cities: Berlin, Milan, Stockholm, Belgrade, Vienna	From beginning to the end of LEWs
<b>Logistic aspects</b>	Prepare Agenda Manage invitations Plan and manage facilities – coffee-breaks, lunches etc Plan and organise translation and interpretation (if needed)	Hosting cities: Berlin, Milan, Stockholm, Belgrade, Vienna	5 days before the LEW date

### 3.3 The Mentoring Visits

The Mentoring Visits have been in FAB flexible supporting tools to facilitate the ongoing exchange of information necessary within the transfer process.

The Mentoring visits are a light tool for the local networks to profit from the expertise from the transferring cities/contexts. Their rationale is that the local Empowerment Workshops might not be sufficient for the host city to have sufficient expertise to implement the practice imported from another city.

Initially planned as on-site visits, due to the pandemic emergency they have been turned most of the times to online meetings and exchanges.

Their **aim** is therefore to support practically the work undertaken in each city under pilot implementation, namely the Train of trainer's activities and the Pilot services implementation with refugee population.

Here below you find a simple checklist to plan and implement successful mentoring visits:

Task	Description of task/outputs	Responsible	Timing
<b>General preparation</b>	Templates and checklists for MV definition, implementation and follow up	<b>MetropolisNet</b>	<b>See workplans</b>
<b>Organisational aspects</b>	Establish dates and locations of MV	<b>Host and expert cities:</b> Berlin, Milan, Stockholm, Belgrade, Vienna	<b>After LEW implementation</b>
	Prepare MV budget	<b>Host and expert cities:</b> Berlin, Milan, Stockholm, Belgrade, Vienna	<b>After LEW implementation</b>
<b>Content preparation of MV</b>	Agree about contents of Mentoring visits during the Pilot implementation (O3)	<b>Host and expert cities:</b> Berlin, Milan, Stockholm, Belgrade, Vienna	<b>After LEW implementation</b>
<b>Definition of expert and participants</b>	Identify the most suitable expert from mentor city – depending on the content of the visit and of the local participants meeting her/him	<b>Mentor cities</b> help identification of the expert  <b>Host cities</b> identify suitable participants	<b>20 days before the MV date</b>
<b>Logistic aspects</b>	Prepare Agenda and list of activities  Manage participants  Plan and manage facilities – coffee-breaks, lunch etc  Plan and organise translation and interpretation (if needed)	<b>Hosting cities:</b> Berlin, Milan, Stockholm, Belgrade, Vienna	<b>5 days before the MV date</b>

## BOX 4 – Example of Mentoring Visit from Stockholm to Milan

1	<b>Date and timing</b>	23.02.2021
2	<b>Location</b>	Online hosted by AFOL Metropolitana
3	<b>Mentor city and practice transferred</b>	Stockholm - SFX
4	<b>Expert(s) name</b>	Annika Rosbring, Katarina Stiessel Fonseca, Agneta Sjöblom
5	<b>MV Leading questions</b>	Final report about the Pilot activities – evaluation about transfer of activities and methodology
7	<b>Participants</b>	8 Persons. Municipality of Stockholm, Svenska för yrkesutbildade - Sfx, CentrumVux, AFOL Metropolitana, SÖSTRA
8	<b>Report of activities undertaken</b>	<p>The mentoring visit took place at the end of all activities dedicated to the refugees and asylum seekers involved in the AFOL Metropolitana pilot.</p> <p>The following were analysed in detail:</p> <ul style="list-style-type: none"> <li>• The training programmes</li> <li>• The selection criteria of the participants</li> <li>• The methodological integration of the SFX programme with the vocational training offered in the catering sector</li> <li>• The structure of the workshop training with the co-presence of the cultural mediator</li> <li>• The realisation and management of online training on theoretical subjects (compulsory following the restrictions related to the prevention of Covid-19)</li> <li>• The individual guidance activities offered to participants</li> <li>• The virtuous connections with other projects (MILE)</li> <li>• Strengths of the course realised</li> <li>• Areas for improvement after the second edition</li> <li>• Criteria for the transfer of the model</li> </ul> <p>Silke Kriwoluzky, responsible for the Quality Assurance Plan of the FAB Project, who shared some reflections previously made with the AFOL Metropolitana staff, also attended the mentoring visit.</p> <p>The meeting ended with the Train of Trainers (ToT) plan, which is also part of the pilot activities, and which AFOL Metropolitana chose to propose after the testing phase with refugees and asylum seekers. The ToT showed the transferred model and the effects of the model's application and some more transversal reflections on the main topics of the FAB project.</p>



## 9 Summary of results and next steps

The Swedish colleagues confirmed a positive evaluation of the pilot carried out by AFOL Metropolitana.

The methodological approach and the setting of contents have brought good results in terms of learning and integration.

Concerning language learning, it was pointed out that basic learning should be reinforced first to obtain better results in its professional use.

As to the future, it is highlighted:

- AFOL Metropolitana's willingness to transfer the model to other ongoing projects to test its effectiveness also "outside" the specific training area of catering.
- The need to create a more fluid dialogue with the reception centres, provide services more targeted to people's training and professional needs, and work with greater synergy on involvement and motivation.
- The desire to strengthen collaboration with the various players (institutional and otherwise), to intervene in a targeted and effective manner with the services of AFOL Metropolitana, thereby increasing the targeting of services.

## 4 Conclusions and references

FAB – Fast Track Action Boost has been an ideal context to experiment innovative models for refugee integration into a variety of social and economic contexts across Europe, with very different contexts, legal assets and challenges. Also, the characteristics of labour markets were extremely different.

A fundamental part of the project was to imagine, establish and derive a model for horizontal knowledge exchange among cities in Europe. This process, that we have called “Peer Mentoring among Cities” has proved to be an excellent method for cities to gather new ideas, experiences and knowledge from Peer cities. Even with different contexts, backgrounds and challenges, city administrations and their stakeholders have been able to work together in a truthful European partnership model.

Ultimately, our hope is that more cities, more regions and more organisations across Europe accept the challenge of working together. If, in doing so, they will use the approaches that FAB has been stimulating, that will be the most important legacy of a successful project.

If you or your organisations want still to know more about FAB, about the Peer Mentoring system and tools and want to exchange or get guidance, please contact

MetropolisNet EEIG

Kronenstrasse 6 – 10117 Berlin (DE)

[www.metropolisnet.eu](http://www.metropolisnet.eu)

[info@metropolisnet.eu](mailto:info@metropolisnet.eu)

Results of FAB, testimonies, researches and reports can be found on the website

[www.fab-project.eu](http://www.fab-project.eu)