



ERASMI

Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion

Inter-agency Network Development Guide for migrant and refugee inclusion

Inter-agency Networks and Action Plans

Yalçın Kuzören, researcher - Tuzla Kaymakamlığı, TR



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Authors and contributors:

Yalçın Kuzören

Contributors: Birgit Apfelbaum, Stefan Apitz, Robin Radom, Sanja Ivandic, Orla Casey and Anna Laura Fanini

Layout:

Gillian Keane

Feedback is welcome:

tupyom34@gmail.com

Tuzla Kaymakamlığı

TUPYÖM | Tuzla Proje Üretim ve Yönetim Merkezi (Project Development and Management Centre)

Evliya Celebi Mah. Hatboyu Cad. No: 1

34944 Tuzla/Istanbul, Türkiye

www.tuzla.gov.tr



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momentum
[educate + innovate]



the vision
works

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Introduction and Background

This **Inter-agency Network Development Guide** aims to give insights into how inter-agency networks working for refugee and migrant inclusion are established, structured, and sustained. We illustrate some of the approaches from the ERASMI project partnerships' experience in building successful networks, together with experienced partners of the ERASMI project have in inclusion and integration of the target groups, that are making a real impact in their regions.

The Guide to ERASMI Inter-agency Networks works as both – a guideline on how to establish Inter-agency Networks based on the ERASMI resources of Good Practice Compendium and Multi-Actor Collaboration Toolkit and the practical experience of Inter-Agency Networks and Action Plans – Regional Inter-agency Networks established in Istanbul – Turkey, Saxony-Anhalt – Germany, Umbria – Italy and Leitrim Region in Ireland, and at the same time as a dissemination of the actual work produced by the so-called regional Networks.

The Inter-agency Network Development Guide will enable and empower actors to improve collaborative planning and coordination of inclusion activities regarding refugees and migrants in Inter-agency Networks with regional action plans for social inclusion. Inter-Agency Network Guide and Action Plans put theory into practice and form strong networks of actors implementing concrete actions for social inclusion of migrants and refugees.

The Inter-agency Network Development Guide explains why engaging with various public and private stakeholders from the start can lead to a much more sustainable model.

It is important to state that there is no one correct way to develop the potential of Inter-Agency Networks for inclusion. This Guide aims to provide advice on best practices backed by our practical experience and knowledge.

ERASMI Project

ERASMI has been enabling the diverse stakeholder groups in the field of migration and refugee inclusion work (amongst them e.g. Public administrations, public and private migrant support organisations, Non-Governmental Organizations (NGOs), Vocational Education and Training (VET), Higher Education Institutions (HEI), business organisations, volunteer groups etc.) to professionalise their staff and their organisations in order to effectuate their impact on social inclusion and will empower them to build strong multi-actor networks developing and implementing regional action plans for social inclusion of migrants and refugees.

Building on the framework of EU-Policies and the European Agenda on Migration, the actual inclusion work is a regional social task that cannot be a single player tournament for administration and politics. It needs to be challenged involving all relevant regional stakeholders and actors. In fact it is a regional, cross-sectional, multidimensional and multi-actor challenge – with an extraordinary high level of complexity.

Municipalities already understand this and react with strategic approaches towards social inclusion. But aspiration differs from reality in a dramatic way. Yet despite the willingness of communities, recent studies reveal that innovative participation concepts and multi-stakeholder-approaches are still the exceptions rather than the rule.

To remedy this, ERASMI has been enabling the diverse stakeholder groups in the field of migration and refugee inclusion work to professionalise their staff and their organisations in order to effectuate their impact on social inclusion and will empower them to build strong multi-actor networks developing and implementing regional action plans for social inclusion of migrants and refugees.

We respond to the needs by pursuing the following objectives;

- Provide actors with best practice (collaboration) blueprints in the field of multi-actor migrants and refugee inclusion,
- Develop an innovative learning framework and toolkit empowering actors to enhance the impact of their social work.
- Enable and empower actors to improve collaborative planning and coordination of educational activities in Interagency Networks with regional action plans for social inclusion
- To ensure wide and free access, the framework and the documented processes and lessons learned from the networks will be shared on our interactive knowledge exchange platform as Open Educational Resources (OERs)

On completion the project will make a notable contribution to improve the inclusion of migrants and refugees in society. ERASMI is important because we need to ensure communities are strengthened by migration and not undermined by marginalization or radicalization. We believe this can be achieved best, through empowering those who already understand this importance and by building strong networks.



Why an “ERASMI Inter-agency Network Guide” Approach?

ERASMI Inter-agency Networks will be unique in that they will allow the network to remain current and dynamic. Due to the very nature of services in these areas which are mostly funding dependent, it is inevitable that with every change that affects the landscape; support services will be changed.

The thought process around current networks involved ensuring that large and small; private and voluntary all have a voice in the inter-agency networks; allowing for sharing of Good Practices Compendium, Multi-Actor Collaboration Toolkit that ERASMI partnership has developed, and creates a space for collaborative working which in turn will ensure that we provide a seamless service to migrants and refugees.

One of the objectives of ERASMI is to develop a simple process that allows organisations to be part of the network without deterring them from what they do ‘best’ in their area of expertise by bureaucracy.

We recognise the need for focused support that is currently lacking for setting up a proper Inter-agency network for refugee and migrant inclusion. The regional networks therefore require more practical guidance, support and insight into advancement. Our aim is to provide an inter-agency network development guide on how to develop a collaborative network that will allow communication and support for those who need it most.

Sharing information alone is not enough, it is equally vital that networks created work together to provide a seamless service so that the needs of all are met. To fully and effectively support the migrant and refugee groups, partnerships are needed across central and local government, statutory service providers and volunteering, community and migrant organisations in local areas. These networks need to coordinate and provide advice, support, and services for migrants and to ensure that migration issues are a key part of local planning and priorities.

Regional Inter-agency Networks will allow for regional variation. No two European regions are the same, and certainly migration has affected each in different ways, so it is naïve to think that ‘one-size-fits-all’ policies will work for migrant and refugee integration. The Networks will enable institutions to adjust their measures to local needs and interests, providing more effective outcomes for migrants and refugees, and overall educational achievement, social cohesion and economic development.

Supportive collaborative and inter-agency environments will allow the organisations and stakeholders dealing with refugee/migrant inclusion to build the confidence they need in order to activate, to succeed and to deliver on their inclusion and integration potential.

What is an “ERASMI Inter-agency Network Guide”?

The present network guide is used to develop a collaborative structure in which organisations with different approaches, priorities and needs can share information and knowledge and plan their activities to complement, rather than compete, with others. **An Inter-agency Guide** presenting the structure, working practices and results of the Network to act as a practical guide for other organizations who wish to set up an ERASMI Interagency network in their own region.

The innovative objective of the ERASMI Inter-Agency Network Guide and Action Plans is to implement the mechanisms for sustainable collaboration between organizations and stakeholders providing inclusion services to refugees and migrants produced as Good Practice Compendium and Multi-Actor Collaboration Toolkit on regional level in order to create a sustainable impact on the inclusion into local societies.

The specific objectives of the **Inter-Agency Network Guide** are to:

- give step by step instructions to stakeholders dealing with migrant and refugee inclusion in the field on how to build and maintain a network
- empower actors in the field of migrant and refugee inclusion
- enable participants to share information, knowledge and skills as part of a collaborative learning process to further improvements in the quality of inclusion process
- guide the participating organisations to agree on concrete actions for implementation in their region - gain the commitment to these actions by signing a joint Action Plan document
- encourage other regions to adopt the same approach.

Intended impacts of an interagency network are:

- participants understand the importance of collaboration in multi-actor networks and get access to
- the knowledge, tools and methods needed to build, implement and maintain networks with diverse stakeholder groups
- participants gain a more comprehensive understanding of the issues impacting the refugees as well as tools and methods for increasing engagement, improving effectiveness and ensuring efficiency of resource usage (time, human resources, financial resources) across actors
- A higher degree of inclusion of migrants and refugees
- A better acceptance of inclusion work in the civic society

We expect that the networks will continue to meet and deliver the Action Plan long after the original project ceases and in the medium to long term, the impact of their work will be increased quality, effectiveness and efficiency of education services for refugee integration.

The ERASMI Networks are highly transferable to other regions and so we will record and share our experience as a Guide and publish it to help other communities to set up their own networks and write their own plan.

Each inter-agency network will continue to create and nurture ongoing space for collaborative work, but critically leading to high quality results that can be replicated/adapted in other regions beyond ERASMI partners.

The Steps of Inter-agency Network Development



Step 1

Finding your Companions

- who needs to be involved?

In this step we will explain who to involve the stakeholders in the inter-agency network and how to involve the organisations and target groups working in the field of refugee and migrant inclusion in our inter-agency networks.



Who needs to be involved?

We believe the starting point for the creation of an **Inter-agency network for refugee and migrant inclusion** is to think about who should be involved and why. Consider:

The network may **involve the following organisations and target groups working in the field of refugee and migrant inclusion** as a heterogeneous composition including a wide range of (state and non-state) actors is a key success factor in dealing with the many challenges within the large field of migrant and refugee inclusion:

- Social development policy makers and funders
- Community administrations
- Public and private migrant support organisations
- Formal and informal refugees / migrant groups
- Volunteering organisations / groups
- NGOs, VET, HEI

The following criteria regarding the stakeholders should be considered for a proper network. While establishing a network the main question to be answered is **why they should be involved**:

- Stakeholder relevancy to the network
- Their implementation role – their contribution to the network: what contributions they can make
- Reaching capability of the stakeholders in terms of international, national, regional, sub-regional
- Their impact on Inter-Agency Network (High, Medium, Low) – the importance of their involvement in the network.

Ideally, regarding the criteria mentioned above the following **“who”** questions are important to establish a network:

- Who are the stakeholders that could benefit from the Inter-Agency Network?
- Who can influence and make decisions about the inclusion of the target groups?
- Who is involved in refugee and migrant inclusion and integration in the region?
- Who has influence in integration processes in the region?
- What are the key stakeholders and actors in the field of refugee and migrant inclusion?

The Network should strive to welcome refugees and migrants with diverse backgrounds. The members should share a common aspect for work in refugee and migrant inclusion and generally be of a very proactive disposition.

The Network will aim towards peer to peer support, but also influencing the organizations and target groups in their region, towards a better inclusion to the hosting society. This is why the Network can welcome relevant stakeholders.

Apart from the compelling strategic rationale for getting involved in an Inter-Agency Network in the field of migrant and refugee inclusion is a powerful way to provide advocacy and support to the target groups in the region.

Who needs to be involved and the importance of involvement?

Deciding on who needs to be involved is one of the key success factors in the field of refugee and migrant inclusion at the beginning of establishing the network. Successful integration requires the cooperation of a wide range of heterogeneous actors. In order to establish a proper and sustainable network, heterogeneous stakeholders should be involved in the network. It is important to contribute to the strengthening of heterogeneous groups of actors in the field of integration of refugees and migrants.

Factors to consider as part of the members' identification process

- What is their level of power/influence?
- What relationships/links exist between the members?
- What are the main needs and expectations network members have?
- What motivation does the member have?
- What type of organisation is each member a part of?
- What is their perceived and aimed level of success?

Key Stakeholders Listing Form relevant to Inter-Agency Networks

Use the following form for the key stakeholders to be involved in the Network:

	Stakeholders	Why are they relevant to the Network?	Implementation Role - what contribution can they make	Reach (International, National, Regional, Sub Regional)	Impact on Inter-Agency Network (High, Medium, Low) - how important is it for them to be involved.
1					
2					
3					
...					

How to get stakeholders involved?

As each region and country has a different dynamic, different approaches are used to get stakeholders involved. This is what needs to be considered and highlighted:

- 1) How will these stakeholders benefit from their time commitment to an inter-agency network?
- 2) Be very clear about what is expected from them. At the very least, their commitment to attend two group meetings should be required, share information, knowledge and skills as part of a collaborative learning process to further the network meeting agenda and utilise the ERASMI resources and help to spread the word on the project. The number of group meetings should be carefully planned, as it depends on the form of facilitation, and we must remember that doing too many meetings might have negative effects, as well as doing too few.

Methodology that works

Start with one-to-one meetings - using personal contacts

Firstly, make personal contact by telephone or by email to ask for a meeting or a coffee explain the network, why they should be involved and ask for their support in coming to an introductory meeting. Using the personal connection to elicit their involvement is very effective. This is also a useful opportunity to ask stakeholders how they feel about establishing an Inter-Agency Network for inclusion.

Follow up this meeting in writing and invite them to your Inter-agency Network meeting.

Researching the stakeholders is an important approach

Research the stakeholders in your region which involves a wide range of heterogeneous actors working in the field of migrant and refugee inclusion. Make sure to get the correct person with their title and issue a formal letter of invitation (see the sample in the [Resources section](#)) – sent by email. Personalise this letter to ensure that they are clear as to why they are being invited to attend and how they can benefit from their involvement. If they are not available, ask them to refer the invitation to a colleague. Include a well-worded description of the network highlighting the regional impact that Inter-Agency Network and Action Plans can have. A letter call to action is to invite them to an Introductory Meeting of the Inter-Agency Network.

Top Tip: *Being patient is the key! Getting all the key stakeholders involved from the very start is rare: the advice is to persist and continue to engage with and inviting the key targets, sharing the progress being made and asking again for their support to the Inter-Agency Network.*

Pledge Card

We recommend using the **Pledge Card** to widely disseminate/invite members to the Inter-Agency Network. A pledge card is a card on which one expresses willingness to contribute to a certain goal, project, network or initiative. Once the person is invited to sign the pledge card and signs it, this rather symbolic act strengthens the

relationship with the Network. Not only does this build awareness about the network, but it also elicits a ‘pledge’ to support the overall objectives of the project – this has a very powerful effect. See [the pledge card sample](#) in the recourses section of this document.

Branding and voice

The branding and the voice of the Network and entire communication should reflect ideas, motives, values and voices of the initiative and the target group.

Branding

Branding of a network is essentially an instruction and a rule on how to communicate your network brand. They lay out all the visual details, as well as important notes about the network’s voice, tone, and messaging. They come in the form of a physical or digital booklet filled with examples of what to do and what not to do. Branding comprehensively covers a network’s brand identity, including its:

- Logos: full logos, secondary logos, and icons
- Colour palette: primary and secondary colours
- Typography: font styles, sizes, and spacing
- Other imagery: photos, illustrations, and artwork
- Voice and tone: how the brand uses language and emotion

When networks take the time to create branding, it helps to ensure that their brand image stays consistent no matter where it shows up.

For instance, In the **ERASMI project** the branding represents the **inclusion, cooperation, and the network among the regional actors and stakeholders.**

The **ERASMI logo** plays on the association of the acronym “**E**mpowering **R**egional **A**ctors & **S**takeholders for **M**igrant Inclusion.



ERASMI

Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion



social | multi-actors | network



network | multidimensional | cross-sectional



global | empowerment



For any online meetings, it is advisable to use the backdrop to enhance the brand.

Sample online meeting backdrop (background)



Voice

Informal learning through friendly guidance and support from mediators, peers and mentors. Contact will be one on one and consist of a structured interview and/or an invite to take part in a Network. We will harness real-time social interaction between stakeholders and make the most of the digital communications tools that today's professionals have at our fingertips.

The tone of voice can be different for different brands, occasions, purposes, it is in essence:

- ✓ The way we speak/the brand speaks
- ✓ The voice stays the same, the tone changes depending on the listener.

These are some of the differences:

- ✓ FORMAL VS CASUAL
- ✓ SERIOUS VS FUNNY
- ✓ RESPECTFUL VS IRREVERENT
- ✓ ENTHUSIASTIC VS MATTER OF FACT

We recommend leaning towards the casual side of the spectrum, using an enthusiastic voice, but also implementing factual communication.

Adopting habits to celebrate members who reached their aims is advisable. This could be done at the meetings, through communication channels or at one-on-one sessions.

Warm and encouraging communication principles should be set as a rule for the membership, and moderators/administrators of the Networks should gently stay vigilant at fostering this voice of communication.

The external role of communications should be carefully planned as well. The role of external communications is to ensure that the work of the Network is visible, to organise support and indeed attract resources and commitment.

Firstly, a communications strategy should be developed – which should be linked to the Network's overall strategic plan and actions therein. A communication strategy is a plan through which a network can achieve the communication objectives. It constitutes different elements such as setting the goals of communicating, selecting a target group, and then formulating a plan. Communication strategy empowers a network to have a scheme of planning for sharing information effectively. Sufficient resources – both time and financial resources – need to be dedicated to communications. Designating a communications/press officer can facilitate this and help those outside the Network know where to turn for information. Nurturing good contacts with local media and having an active presence on social media channels is crucial. The Network's successes should be presented regularly to policymakers.

Motivation boost

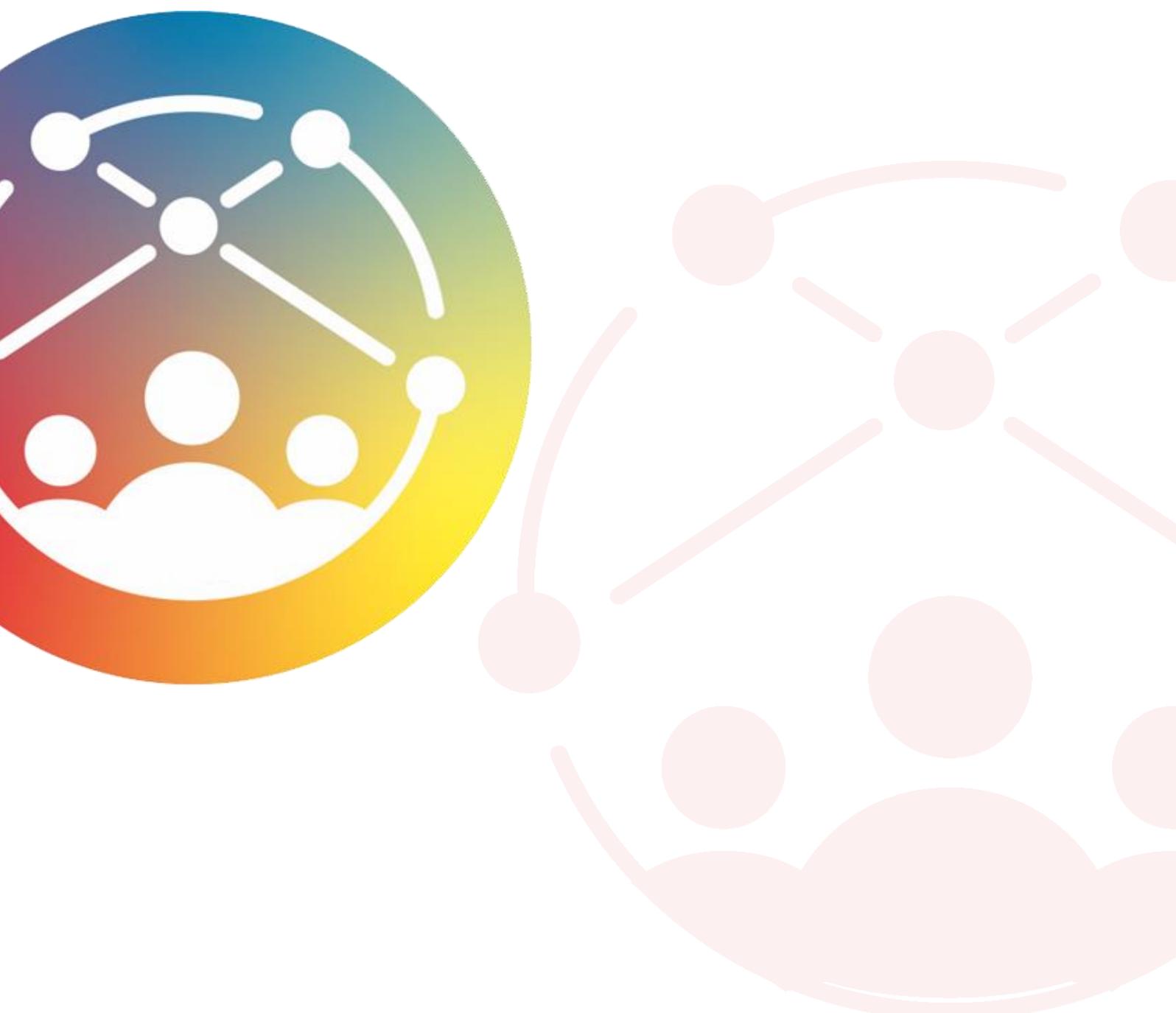
The message behind the words is the voice of the heart.

– Rumi –

Step 2

Get started

In this step we will go into the details about how to start to establish an inter-agency network in our region.



Host an exceptional first Meeting!

Meetings are important for several reasons. They can create stronger team bonds as there is a set time for communication. This is vital in any network and a meeting can be a chance for the regional actors and the stakeholders to get together and share productively.

The first meeting has the following benefits: It helps team members get to know each other. It helps network members understand the network objectives. It allows stakeholders to understand the milestones, risks, assumptions, and constraints of the network. It assists the network manager in gaining support from stakeholders. It provides attendees with an opportunity to clarify doubts. It gets stakeholders on the same page.

Here is a first introductory event agenda sample, with its orientation to explain the network and to set up an action plan:

The Inter-agency Network Meeting I

AGENDA:

- ERASMI Project, its aims and outputs
- International Good Practice Compendium
- Guidelines for Inter-agency network in Istanbul
- Roles of the organisations and sharing organisational experiences on inclusion of refugees and migrants
- “Refugee inclusion processes in Istanbul” by a keynote speaker
- “Why am I here” a refugee woman to talk about her experience as a refugee
- Discussion on collaborative approach to further improvements in the quality of inclusion process
- Evaluation and Conclusion

For templates of [agenda](#) and [meeting minutes](#), etc. please go to the [Resources](#) section of this document.

Trust building is one of the aims of the first network meeting. When the actors and stakeholders with similar goals come together, a network is formed. Every individual should contribute equally and perform at their highest level to meet the network’s targets and achieve the organization's goal. Trust building in a network is the process of bringing all the members together and creating trust-based on activities and exercises. To be a productive member of an extended team, you must feel part of one that’s accomplishing something bigger together. The foundation of trust is crucial; everyone wants to be part of a trusting team. And solidifying trust is a workplace challenge regardless of network type or management style.

Perhaps host the meeting in an interesting location? Or, if done online, include interesting speakers and relevant discussions. While the first meeting may be informal in its tone, progress must be achieved as follows:

- Explain the geographical scope of the network’s members. It might not be limited to one region or one country, since the members might be interested in membership from different locations. Do explain that. This might be the advantage and the attractive side to the Network.
- Who else should be involved? The Network members can use their networks to identify and involve other relevant stakeholders.
- Agree on the communication channels for the Network – this would include setting up a project Dropbox or other file sharing system, agreeing on what can be done on a LinkedIn group and what

communication is suitable for emails or WhatsApp for example.

After we plan the meeting, it is important to be sure the invitations are sent on time, as well as friendly reminders at least a week before the event, plus a day before the event. Also, it is crucial to be careful, not to overwhelm the members. See the [invitation sample](#) in the [Resources](#) section.

All the necessary details about the meeting should include:

- ✓ place or means of delivering and attending the meeting (note the differences between the online and offline meetings)
- ✓ time and date (beware of the different time zones)
- ✓ duration
- ✓ agenda
- ✓ any necessary preparation
- ✓ aim and purpose

*Do not forget - Capture the event! Take photos, records, make the minutes, and collect the files. Be sure to approach everything in line with the **GDPR policies**. Make sure to get a creative photograph of this first meeting and develop a press release to send to the local press. Make specific mention of the stakeholder organisations involved in the Network.*

Do not forget the Action Plan

Planning does not have to be a tiresome task. It can be as simple as putting a few simple steps on the paper. However, the difference between planning and not planning is evident in the actions we take. Will our actions make sense? Will they be aligned with our aims? Will they get us where we want to be, and how easy or how hard is that path going to turn out? Not leaving these answers to a case, grab the sheet of paper and start planning, simply, but effectively! And remember action planning brings efficiency, diminishes risks and improves the chances of achieving the goals.

This is a very simple 3-stage Action Planning approach:

1. Define the need/problem/challenge – therefore the research phase is so important – see stage 5.
2. Develop a solution
3. Implement it

Sounds too simple? We are advocates that in multi-actor projects, simplicity is the key to success! Each step is broken into several tasks. We should keep in mind that not all tasks apply to every situation and some may be applied differently depending on the circumstances and we should be discerning in the way we follow the sequence.

Now that we understand the need/challenge, for the Network, some of the steps can be pre-prepared, or we can include the members in some or all of the steps. We can do this via meetings, emails, polls, or other ways of communication. The tasks to focus on are defining WHAT we want to do, and then committing to HOW we will do it. The tasks that should be followed are:

1. Prepare an outline

In the first instance, we will benefit from preparing an outline of the network outlining the priority actions and identifying WHO is involved in the solution. Once we are convinced that the planned approach is feasible and that we know who should be involved, then we can proceed to write out a detailed plan.

2. Formulate the desired outcome (the goal)

What do we want to achieve? Based on the defined need, list possible solutions; a set of actions that will lead to the outcome. We should compare those solutions in consideration of the goals, strategic constraints,

perceived difficulty of implementation, and any other criteria relevant to the situation. Then we select the one that we prefer and keep the others for contingency plans.

3. Outline the plan (WHAT)

List the main steps in the plan and agree on the appropriate sequencing for these steps, what comes first, second, and so on.

4. Identify potential barriers and enablers

Identify the possible obstacles that we will encounter in the execution of those steps. Identifying what events, persons, organizations or laws may help us in the implementation of the plan.

5. Identify and engage stakeholders (WHO)

Identify key stakeholders and their role in the implementation of the plan. Identify the needs and interests of these players. Do we have their support? What do we need to do to get their support? For some stakeholders, we need to communicate (for example, the media), whereas with others we will need to negotiate.

6. Detail the Plan (HOW)

This would detail the planned activities for each step in the outline. We would recommend to:

- Break up the sequence of steps into as much detail as necessary.
- Determine the resources needed for each action.
- Define the timing and any preconditions for each action.
- Estimate timing for each activity. Identify critical deadlines.
- Who does what?

7. Step Back and Review

Do we need to prepare a contingency plan (WHAT IF)?

Top tip: read this blog for ideas and templates on Action Planning: <https://creately.com/blog/diagrams/how-to-write-an-action-plan/>

Fostering peer to peer support

Peer support is when people use their own experiences to help each other. There are different types of peer support, but they all aim to:

- Bring together people with shared experiences to support each other
- Provide a space where we feel accepted and understood
- Treat everyone's experiences as being equally important
- Involve both giving and receiving support.

Through shared understanding, respect, and mutual empowerment, peers can help each other in the inclusion processes, through the exchange of knowledge, advice, moral support and motivation. Peer support roles may also extend to the following:

- Providing services and/or training
- Supervising other peer workers

- Developing resources
- Administering programs or agencies
- Educating the public and policymakers

Reflection questions for peer-to-peer support

Before asking volunteers in the Network to become peers, or assigning roles, teams and one to one relationships, it is advisory to go through these reflection questions in order to better facilitate the peer to peer support.

- ✓ Who is giving and receiving peer support?
- ✓ What are our shared experiences?
- ✓ Do people who join have more than one kind of experience in common? Which experiences?
- ✓ What are the challenges, if any, of focusing on our shared experiences in peer support?
- ✓ Are there people who might not find this peer support helpful? Are there people who might not be able to contribute appropriately?
- ✓ If there are people who don't fit the peer support criteria at the current time, how would we tell them this, and how might we help them look for relevant support?
- ✓ Are there any practical or cultural barriers to people joining?

After all of these are considered, organizing peer to peer support can commence. It can be initiated at the first Network meeting event, or there can be a call to members for expression of interest. Members can exchange contacts, define topics and report briefly on their activities. The presence of the Network management is possible but mandatory, however, members should be encouraged to share the information that the peer to peer has been happening and collecting satisfaction feedback can be done anonymously if necessary.

Topics to consider

The network will be a jumping-off point for the actors who are keen to climb the ladder within migrant and refugee inclusion. Providing a safe space to discuss fears and roadblocks and to receive support in the form of discussion, debate and real-life examples of success. In order to do so, here are the suggestions of some topics that can be covered and discussed at various Network activities:

- Fears and roadblocks and to receive support in the form of discussion, debate and real-life examples of good practices on refugee inclusion
- Benefits of refugee guidance and management
- Share information, knowledge and skills
- How to Achieve Work-Life Balance
- Effective Goal Setting
- News and update from migrant and refugee inclusion
- Resources: courses, toolkits available for refugees and migrant inclusion
- Encouraging inclusion and integration

Step 3

Internal communication tools and platforms

In this step we will focus on the internal communication tools and platforms which are used for effective information flow and collaboration among the stakeholders in an inter-agency network. These internal communication tools help exchange ideas and decide together on all central issues of the network.



Overview of internal communication tools and platforms

Internal communication refers to a group of processes or tools that are responsible for effective information flow and collaboration among participants within an organization or a network. **Open and transparent communication** is a great way to make sure the members understand the Network's vision and that everyone is aligned with the **Network's values**.

Internal communication is essential for network management. The most important communication channels are regular network meetings where the members can meet in person. These are usually described as physical meetings and serve the purpose of exchanging ideas and deciding together on all central issues of the network. The meetings can have a very formal character with well-planned processes, as is often the case with State integration networks. E-mails and newsletters sent via mail can be used and are therefore widely used for internal communication.

A variety of communication channels are used by the networks. Thus, it is not possible to generalise which communication channels should be used. For example, for larger integration networks, communication by e-mail, formalised network meetings, and division into working groups seem appropriate, but for smaller Migrant networks or Informal groups, communication via instant messaging groups appears to be completely sufficient. Modern communication tools such as video telephony or instant messaging could simplify communication in the future and enable easier and more intensive exchanges even after the restrictions caused by Covid-19 have been lifted.

Before we start communicating, we may want to consider the way we're sharing the messages with the members. Important questions are:

- Do we have a good understanding of the members' needs?
- Are we segmenting the internal audiences?
- Are we using the right communication channels for internal communication?
- Do we make sure that each of the members received the information they need at the right time?
- What about the content, is it engaging?
- Do we ask the members for feedback?

The nature of Inter-agency Network, suggests that this is a professional network that also needs to motivate and inspire while providing practical information and facilitating peer to peer mentoring and any meetings and events that can be organized. For this purpose, we suggest (but do not limit) the use of these types of internal communication tools/platforms for best results:

LinkedIn (page for visibility and the dedicated group focused more on internal communication and informing)

LinkedIn is a social network for making and maintaining business connections. LinkedIn groups provide a place for projects, networks, and initiatives and people with similar interests to share their insights and experiences, ask for advice and make valuable connections. For more information on how to use LinkedIn for Network please see the below heading: Using LinkedIn for Network.

Instant messaging channels such as WhatsApp for staying in touch with the members and for quick informationsharing

For more information on how to use WhatsApp please read this article:

<https://www.goodhousekeeping.com/uk/consumer-advice/technology/a562093/whatsapp-tips/>

Collaboration tools such as Google Docs

For more information on how to use Google Docs for collaboration please read this article <https://www.mojomedialabs.com/blog/your-guide-to-collaborative-document-editing-with-google-docs>

Cloud-based file sharing such as Dropbox and Google Drive

Dropbox is a simple cloud storage solution that is free in the basic version and is known for its ease of use. According to Dropbox, more than 6,000 educational institutions use cloud-based software. Dropbox is used in many schools as a shared storage solution for all kinds of documents, resources, and lesson plans. The advantage is that the files are in one place that is accessible to everyone. Dropbox enables the sharing of large files and file transfers of documents that are too sensitive to be sent by email. The secure storage of files that can only be viewed by invited people is a major advantage of the software. Documents can be edited by several people at the same time.

For more information on how to use Google Drive for collaboration please read this article <https://cloud.google.com/blog/products/drive/5-ways-your-team-can-start-collaborating-with-google-drive>

Email such as Gmail

Best practices for group communication in Gmail: <https://support.google.com/a/users/answer/9942025?hl=en>
Email as a form of e-communication: <https://intl.siyavula.com/read/cat/grade-10-cat/internet-communication/12-internet-communication?id=ch12.2>

Using LinkedIn for Inter-agency Networks

LinkedIn Page vs LinkedIn Group

Within a group, you can participate in conversations, find answers and send message requests to other groups. LinkedIn groups are the right place for engaged project members who want to exchange ideas and networks who want to build a valuable community. Active participation in a group can help the network connecting with other projects and new initiatives in the relevant area.

A LinkedIn Page, similar to a Facebook Page, is like a profile but for a company or brand, or organisation. An organization can post news, updates, videos, articles and pictures, which 'Followers' of the page will then see in their own LinkedIn feeds. This is more of an external communication tool, and can be used efficiently to promote the LinkedIn group, which is an internal communication and information tool for the Network members. We recommend focusing strongly on the LinkedIn group, for facilitating the functioning of the Network, and using the LinkedIn Page as the promotion tool, useful for recruiting new members as well.

Practically, that would mean that we would post regularly on both LinkedIn Page and LinkedIn group, but the group would be interactive, host more insights from the inside of the club, host polls, internal communication via comments, boost activity. The Page would host more static posts, aimed at being shared by the external stakeholders.

Groups are a place individual LinkedIn members come together to discuss areas of common interest. People have to be part of a Group to post and participate in the discussion, and Groups can range from very wide topics to niche areas of interest.

Groups can also have different privacy settings. Most are searchable, so we can discover and request to join

relevant Groups, but some can be private and not visible in search.

ERASMI project has developed **Multi-Actor Collaboration Toolkit**. The toolkit provides methods, tools and resources according to the needs of multi-actor networks. Here you can find more information about LinkedIn Groups on page 30 of the Toolkit at <https://www.erasmi.info/toolkit/>

Managing a successful LinkedIn presence

As one of the most important B2B social media platforms, LinkedIn can help us attract more eyes to the project. We utilise its potential by creating the LinkedIn page. Through consistent posting and audience engagement, we can build a centralised community on the world's largest professional network and encourage members of the Network to participate in spreading the word.

Here are some tips and tricks for the posts:

- Share timely and relevant content.
- Grab attention with an image or video.
- Keep the text short. If we write a longer post, use more paragraph breaks or bullet points to make it more readable.
- Call out key stats, points and quotes.
- Include a clear and simple call-to-action (CTA).
- Name the audience we're trying to reach (i.e. "calling all creatives" or "are you a working parent?").
- Tag people and pages mentioned.
- Lead with a question to prompt responses.
- Create LinkedIn polls for feedback and engagement.
- Include two to three relevant hashtags in a natural way.
- Write strong headlines for articles.
- Check the comments and turn them into posts.
- Pick a section from a longer post and adjust it into a new one.
- Think about the messages we receive; they can be great sources of inspiration.
- Don't include links in the post. Add them in the comments instead.

Ideally the photos will be Network's own, presenting the brand values and story. However, as we suggested before for Instagram and Facebook, we can also use free stock images from e.g.:

- <https://unsplash.com>
- <https://www.pexels.com>
- <https://pixabay.com>
- <https://www.freepik.com>

As a LinkedIn page, we cannot send requests for connections to other users, but the peers can. They should search for people who work in the target audience industries and send requests for connection to them. We suggest they send notes (messages) along with those connection requests and make sure they mention the brand. After the connection is made, they should send a follow-up message, and ask for their new connection to follow the page.

Engagement

Take Advantage of Hashtags

As on every other social media platform, hashtags on LinkedIn help people find topics and content of interest. LinkedIn users can search for hashtags, follow them, and click on hashtag links to find similar posts. Using hashtags in the LinkedIn posts will give them a higher chance of being discovered by LinkedIn members who follow or search for the hashtag we've used, and it will help us appear in trending conversations. So, target each LinkedIn Page update to the most relevant audience by creating a customised feed featuring hashtags.

The LinkedIn page will also have its own community hashtags. These are three hashtags of the choice which we can use to find others' posts that used these hashtags. This way we can join the topical conversation and comment on those posts as the company page, which is usually not supported by LinkedIn.

Comment on LinkedIn Posts as “The Page”

The more we comment on the Organisation Page, the more engagement we create. If we're commenting on a post that we have found, which has a similar topic to the recent content, feel free to comment something like:

“Thank you so much, this was an interesting read. On that note, we'd love to hear the opinion on our recent post. Find it here: [link to the post]. Thank you. Best, ERASMI Inter-Agency Network”

This has proven to be especially useful with polls. So, we can comment on others' polls and invite them to vote on the network's own one.

Just like we do, everyone else on LinkedIn wants their posts to have as much engagement as possible, so the comments are always welcome. This way we can share the content not only with the person who posted the piece we're commenting on, but also with all of those who also commented on the post.

The peers/members as the LinkedIn allies

The peers/members will be the strongest allies in growing the LinkedIn Page. We previously mentioned sending connection requests and messages with invites to follow the page. They can also help increase the reach by liking every new post, commenting on and sharing interesting new content. Any kind of engagement they make will gain us exposure to their network. When everyone is involved on the platform, it creates a phenomenal extended network that creates a larger company presence and builds industry awareness.

In the LinkedIn Group, the members can share bits of the content as well. These groups provide a place for professionals in the same industry or with similar interests to share content, find answers, post and view jobs, make business contacts, and establish themselves as industry experts.

Pick a topic that the members care about for the LinkedIn Group

“A Group, however, should be focused around a topic that has a natural connection to the brand and less on directly promoting the brand or company. People should join the group because they are interested in the topic, not your company. Over time, the audience will create a natural connection with the topic and your brand, through an earned connection, which is much more valuable.”

— Charlie Lowe at Social@Ogilvy

Having a topic that the members care about will not only attract them to be part of the LinkedIn Group. It will also help keep the conversations in the group focused and make it easier for us and the team to manage the group.

Here are some questions to help us decide on the group topic:

- What are the goals for the community?
- What conversations would be useful to the members?
- What are some questions that the members often ask us?
- What are the common topics that the Network Club is related to?

Delegating the posting task

By delegating social media tasks to the staff, we can enhance the use of social media as a marketing medium, and free up more time for other actions. For social media to be effective, consistent, regular engagement with the target group is necessary. This requires creating a schedule of marketing tasks that must be performed without fail. Certain activities, such as updating the social media channels, are best done each morning. Longer updates like blog posts/LinkedIn articles and e-mail newsletters should be prepared and posted once every week or two, or even monthly.

A social media calendar, with a delegating plan, can help us do just that.

One of the most important lessons any type of leader anywhere has to learn is that while the world doesn't give us the license to do as we please, it also doesn't mean that we have to do everything on our own. A leader cannot accomplish anything by herself/himself and a leader can only do so much, without a strong team behind her/him.

We recommend we adapt this form to the needs, to delegate social media posting, but other tasks as well.

Task Delegation Analysis Worksheet						
<i>Once you have determined the tasks to delegate, use this form to help you plan each delegation and select the appropriate person for the job.</i>						
Task to Delegate	Expected Results	Established Standards	Deadline	Skills Needed	Possible Volunteer	Training Needed

Meeting Design and Facilitation Techniques

Meeting design is the deliberate act of planning and preparing for meetings ahead of time, which follows a process and includes certain key elements. Meeting facilitation is the conscious act of guiding the meeting process so that it stays on course, to make sure everyone participates, and to reach the agreed-upon meeting goals.

To have successful meetings we can use common meeting tools and techniques to keep our conversations on track, make sure everyone has a chance to speak, and clarify how decisions will be made. But it is also through our meetings that we collectively decide what actions we will take to fulfil our mission. The character of our

meetings, be they open and supportive or hierarchical and competitive, mirrors our organization or group culture.

A basic tenet of meeting design and facilitation is the idea that meeting process is distinct from the content of the meeting. **Content** is **what** gets talked about and decided. **Process** is **how** the discussion happens and **how** decisions are made. It's important to pay attention to both.

10 Facilitation Techniques for the meetings

- Begin your meetings with a quick check-in.
- Review desired outcomes and agenda items.
- Assign meeting roles.
- Practice active listening.
- Synthesize the main themes to reframe the conversation.
- Pause and allow for reflection.
- Encourage and balance participation.
- Take a break and re-energize
- Provide closure



Step 4

Inter-agency Network Sustainability Planning

In this step we will discuss the sustainability strategy of the inter-agency network and how to plan this strategy within our inter-agency network.



Sustainability considerations

While the Network catalyses change and capacity building in inclusion and integration of the target groups, it is important that the Network thinks about and plans for sustainability from its inception as opposed to when the project is nearing completion. Stakeholders need to consider what is necessary to support the continuation of the Network and how new commitments can be elicited. Sustainability planning considerations include:

- ✓ Building upon and enhancing established activities can be a network basis for added value progress
- ✓ Work to create a strong Network (stable, goal-focused and strong engagement through all members). Gain endorsement, support and/or commitment from the top of the organisations involved. Initiate achievable projects that are aligned with the priorities and also help other organizations fulfil their mission.
- ✓ Sustainability is enhanced when the Network engages in public relations from the outset to keep the activities/issues highly visible.
- ✓ Obtain enough resources to generate an initial success and then try to secure more long-term funding for new projects that are based on a demonstrated need in the creative community. Harness cross-sector support as opposed to a single funder approach
- ✓ Build the capacity of inclusion and integration strategies of the stakeholders to enable advocates and change-makers
- ✓ Where possible maintain continuity in Network members
- ✓ Include policy change and Integrate the work effort within existing systems
- ✓ Build alliances with other groups that have a similar mission
- ✓ Have a separate group/committee focused on sustainability so that others can focus on the Alliance's desired outcomes.
- ✓ Explore alternative approaches for sustainability, be flexible

Sustainability of the network during the pandemic and other unforeseen events

The COVID-19 pandemic and the resulting stay-at-home orders have led to significant changes in the way people work. One of these changes involves increased use of video conferencing as a means of communicating or holding work meetings. Zoom, for instance, had 10 million daily meeting participants in December 2019, but by April 2020, that number had risen to over 300 million. Other video conferencing platforms, such as Google Meet™ and Microsoft Teams, have also experienced significant increases in daily participants. Furthermore, it is likely that the use of videoconferencing will continue long after the pandemic ends, as it is predicted that only 25% of business meetings will take place in-person by 2024.

The COVID-19 pandemic has prompted a global shift in meetings and events, many moving from in-person gatherings to a more virtual implementation. We embrace these changes not only during these unprecedentedly uncertain times, but to inspire future potential for its members and Chapters to expand their reach, engaging and empowering members and potential members to connect locally and globally, especially

at a time when timely research and connection are of such great importance.

Regarding the sustainability of your inter-agency network during the Covid-19 pandemic or other unexpected events in the future, it is advantageous to hold virtual meetings where in-person meetings are hard to be held. Therefore we encourage the stakeholders in the inter-agency networks to take advantage of virtual options to hold meetings, technical talks, social events, and lectures through platforms like **Zoom**, **Google Meet**, **Microsoft Teams** and **WebEx** can bolster your interaction and connection with the members of your network while also accommodating different types of events.

The advantages of virtual meetings

1. Less spend on travel and expenses across the organization

Less travel means less spending on things like flights, accommodation, food, and catering. This is money that can instead be reinvestment back into the organization for research and development, hiring, personal development, and resources.

2. More accessibility for all employees to engage with clients and colleagues in other locations

While virtual meetings might miss out on the intimacy and productivity of smaller, in-person meetings - they enable the sharing of ideas among wider audiences, increasing participation and contribution.

Wireless sharing tools like broadcast mean presenters can share their screen to the devices of all attendees, regardless of location.

Hybrid meetings are more inclusive than traditional in-person meetings.

3. More inclusive workplaces for those who are unable to travel

Virtual meetings are more accessible for everyone who needs to be there - whether they join from home or another country. This increases participation for those who may experience travel restrictions due to things like ill health, childcare, financial restraints, or impaired mobility. And for organisation's with a globalized workforce, a good virtual meeting policy creates alignment in communication and facilitates integration between teams.

4. Environmentally friendly

It's no secret that travel, especially by air, is one of the significant contributors to global CO2 emissions. Opting to hold a virtual meeting instead of traveling is a proactive way to decrease a company's carbon footprint. It's a significant way to make business practices more sustainable overall.

Online Tools for Video Meetings

The usage of video conferencing tools is exploding due to the surge in remote workers from Covid-19. Video conferencing can facilitate meetings, particularly when many platforms offer extensive features for free or very little cost.

ERASMI project has developed **Multi-Actor Collaboration Toolkit**. The toolkit provides methods, tools and resources according to the needs of multi-actor networks. In the toolkit you can find useful tools and methods in "Communication" section. It presents methods and tools that support the internal and external communication. Here you can find more information about online tools for video meetings on pages 10 to 25

of the Toolkit at <https://www.erasmi.info/toolkit/>

Additionally a list of video conferencing tools to run meetings are listed below. There are feature-rich enterprise platforms, free services for those on a budget, and simple tools for easy group calls. Most of these tools have free plans, and several have promotional deals during the pandemic.

[Zoom Meetings](#)

[Google Meet](#)

[Microsoft Teams](#)

[GoToMeeting](#)

[BlueJeans](#)

[Zoho Meeting](#)

[Cisco Webex](#)

[Intermedia AnyMeeting](#)

[FreeConference.com](#)

[Join.me](#)

[Skype](#)



Section 3

ERASMI Regional Networks and Action Plans

Regional Network and Action Plan for Istanbul Province, TR

Regional Network and Action Plan for Saxony-Anhalt, DE

Regional Network and Action Plan for Umbria, IT

Regional Network and Action Plan for Leitrim Region, IE

In this section you will find **current state of play** about refugee and migrants in the countries involved in ERASMI project. Then the detailed information and experiences have been shared about **ERASMI Regional Inter-agency Networks** established in four regions including **Istanbul Province – Turkey, Saxony-Anhalt - Germany, Umbria – Italy, Leitrim Region - Ireland** and Action Plans for these networks.



ERASMI

Empowering Regional Actors & Stakeholders
for Migrant and Refugee Inclusion

Regional Network and Action Plan for Istanbul Province, TR

Current State of Play

As a result of conditions in the region and its generous open-door policy, Turkey is now host to the world's largest community of Syrians displaced by the ongoing conflict in their country.

Turkey's geographical position makes it a first reception and transit country for many refugees and migrants. As the result of an unprecedented influx of people seeking refuge, the country currently hosts more than 3.5 million Syrian refugees and is making commendable efforts to provide them with humanitarian aid and support. Istanbul is currently hosting 559.033 refugees with Turkish residence permit according to official data of Directorate General of Migration Management on March 2021.

Since the start of the unrest in Syria, the Turkish Government has maintained an open door policy for Syrians seeking refuge from the war starting in late 2011 with the provision of 'temporary protection' which ensures respect for the principle of 'non-refoulement,' one of the main pillars of international refugee law and an indispensable aspect of protection. Since "Non-refoulement" requires the registration of refugees, a process for this was initially put into place in the refugee camps established by the Turkish Government. The registration process for those living outside camps (regardless of how they entered the country) is still in process. Since mid-September 2013 and following a circular from the Ministry of Interior the local police have been tasked with the registration of both the non-camp and camp caseloads.

Since April 2011, Syrians have been crossing the border into Turkey due to internal conflict and violence in their country. Syrian refugees officially registered by the Turkish government are being settled into camps along the border provinces in Southern Turkey. For more than 3 million Syrians registered by the Turkish authorities, basic needs and services are being provided by the Disaster and Emergency Management Presidency (AFAD), the Turkish Red Crescent and Local Authorities (Governorships and Municipalities).

A large number of Syrian refugees are also found outside the camps, either with host families or in rented housing facilities. Syrian Guest Identity Card holders in the Province have access to services such as medical and medication assistance, primary school education (where available) and protection services as well as some basic distribution items such as coal-stoves, clothing, dry food and some hygiene items. However, some gaps in service provision are apparent which may well become more pronounced as numbers increase.

In addition to providing refuge, the Government of Turkey has also committed itself to providing the best possible living conditions and humanitarian assistance. Together with the Turkish Red Crescent, the Turkish Disaster Emergency Management Presidency (AFAD) has been actively involved in setting up and running the camps. AFAD also oversees the provision of education and health services and supervises day-to-day management of the camps. AFAD is currently working on a project to provide these same services to those outside camps. However, facilitating these services is placing an ever-growing financial burden on resources.

Why Istanbul Regional Inter-agency Network

Istanbul, an ancient city which has always been a city of immigrants, has a cosmopolitan structure that hosts many different lifestyles. Istanbul has a population of over 15 million, and the majority of this population is either migrants from other locations or children of migrants. However, some of the inhabitants who adopted

a specific way of life in Istanbul have used the Istanbulite identity to exclude others. Thus, many Istanbul inhabitants have not adopted the Istanbulite identity and developed a sense of belonging. They could not use the opportunity to discover the city and recognise their fellow citizens. Therefore, their feelings of ownership and protection towards the city are weak. To make Istanbul a city where everyone can live together in peace while recognising their differences, the inhabitants of the city must learn about and recognise each other, and inclusive discourses and actions should be put into practice.

There is a need to evaluate the risks and opportunities associated with the structure of the population, to make policies and plans to meet the needs of the regional population, and to improve life standards. Despite the demographic window of opportunity due to the higher ratio of younger population compared to the dependent population, Istanbul’s population is aging rapidly, and migration to Istanbul continues in an uncontrolled manner. In this case, slowing the aging rate of the population, and benefiting from the favourable conditions of the demographic window of opportunity at the maximum level, is of great importance. On the other side migration, which is the pre-eminent factor in the demographic structure of Istanbul, is largely unexplored. Existing research literature is not sufficient to identify proper strategies addressing this phenomenon. **Network on inclusion strategy** work will direct activities aimed at keeping migration-induced population growth under control, and facilitate the social and economic integration of migrants and refugees.

Istanbul Regional Inter-agency Network involves stakeholder organisations who have a shared commitment to boost empowering regional actors & stakeholders for migrant and refugee inclusion in their local area.

It will bring together organisations from cross the sectors in Istanbul, mainly from public bodies, VET, HEI, NGOs, to promote innovative approaches and ambitious actions that can have impact and can be effective through the combined and more efficient use of resources.

The innovative objective of the **Istanbul Inter-Agency Network and Action Plan** has been established in order to implement the mechanisms for sustainable collaboration between organizations and stakeholders providing inclusion services to refugees and migrants produced in IO1 (Good Practice Compendium) and IO2 (Multi-Actor Collaboration Toolkit) on regional level in order to create a sustainable impact on the inclusion into local societies.

A single organisation or person may provide the driving force, but the strength of the model lies in the partnership. **Istanbul Regional Network for migrant and refugee inclusion** crosses boundaries and affects every aspect of local area, both social and economic. This can be raised by working together, combining and scaling the expertise and resources of a range of organisations.



The Istanbul Regional Network has been purposely established as a simple structure to ensure we get a wider collaboration from range of stakeholders. This Network will create opportunities for representatives involved to contribute their valuable knowledge and experience and collaborate at regional level.

Many local organisations play a vital role in helping people to integrate, but at a local level opportunities and initiatives are often missing, disconnected or hard to find. Istanbul Regional

Network will therefore:

- ✓ Develop local networks: sharing and exchanging good practices.
- ✓ Highlighting the value of inclusion in their local area, both for people and organisations.
- ✓ Have commitment to take action to raise inclusion for migrants for everyone.
- ✓ Be passionate about sustaining this action, passing on their learning and experience to others and inspire further activity in other areas across the country.

In order to identify the appropriate stakeholders to be involved in Turkish regional Network, Tuzla Kaymakamligi utilised a regional multi-actor networks turning around.

By bringing together a combination of statutory, public and private sector organisations who have a vested interest in the migrant inclusion, will pool together a wide range of expertise resulting in the region benefiting from the multiplier impact of cooperation and collaboration through sharing knowledge and best practice and convert this into wider innovation and action plans at regional level.

Sharing and pooling resources together will also open up larger network contacts to be part of the Istanbul Regional Network, who:

- ✓ can influence and make decisions about the development of services for migrants and refugees;
- ✓ can share resources, providing more opportunities for migrants and refugees;

Key stakeholders

Istanbul Inter-Agency Inclusion Network includes:

➤ TUZLA HALK EGITIMI MERKEZI (TUZLA PUBLIC TRAINING CENTRE)

Type of organization: Adult Education Centre

<http://tuzlahem.meb.k12.tr>

➤ TUZLA BELEDIYESI (MUNICIPALITY)

Type of organisation: Local public authority (Municipality)

<https://www.tuzla.bel.tr>

➤ TUZLA SOSYAL YARDIMLAŞMA VE DAYANIŞMA VAKFI (SOCIAL ASSISTANCE AND SOLIDARITY FOUNDATION)

Type of organisation: Social Assistance and Solidarity Foundation

<http://sydv.istanbul.gov.tr/>

➤ TUZLA YOUTH CENTRE (TUZLA GENÇLİK MERKEZİ - TUZGEM)

Type of organisation: Volunteering organisation

<https://www.tuzla.bel.tr/icerik/591/3341/tuzla-belediyesi-genclik-merkezi-tuzgem.aspx>

➤ **SABANCI UNIVERSITY**

Type of organisation: Higher Education Institution

<https://www.sabanciuniv.edu/en/>

➤ **ISKUR - TUZLA ŞUBESİ (TURKISH EMPLOYMENT AGENCY - TUZLA BRANCH)**

Type of organisation: Employment Agency

<https://www.iskur.gov.tr/en/>

➤ **TUZLA NÜFUS MÜDÜRLÜĞÜ (TUZLA DIRECTORATE OF CIVIL REGISTRY)**

Type of organization: Public body about civil registry (under Ministry of Interior)

➤ **TUZLA SOSYAL DAYANIŞMA VE YARDIM DERNEĞİ – TUZLADER (TUZLA SOCIAL SOLIDARITY AND ASSISTANCE ASSOCIATION)**

Type of organization: NGO

www.facebook.com/tuzladernek

➤ **TUZLA RUMELİ KÜLTÜR MERKEZİ (TUZLA RUMELIAN CULTURAL CENTRE)**

Type of organization: Cultural centre (under Tuzla Municipality)

<https://www.tuzla.bel.tr/icerik/180/4482/tuzla-belediyesi-rumeli-kultur-merkezi.aspx>

➤ **TUZLA REHBERLİK VE ARAŞTIRMA MERKEZİ - TUZLA RAM (TUZLA COUNSELLING AND RESEARCH CENTRE)**

Type of organization: Governmental Organisation (under the Ministry of Education)

<https://tuzlaram.meb.k12.tr/>

➤ **TUZLA İLÇE MİLLİ EĞİTİM MÜDÜRLÜĞÜ (TUZLA DISTRICT DIRECTORATE OF NATIONAL EDUCATION)**

Type of organization: Public body (under the Ministry of Education)

<https://tuzla.meb.gov.tr/>

Methodology of Tuzla Regional Inter-Agency Network

The process used to develop the network involved **inter-agency network meetings**. These were organised to collect key stakeholders' **commitments to share good practices, learn and be part of an on-going network that is constantly refreshed with new actors in the region supporting migrants**, ensuring that the network remains dynamic and inclusive to existing and new players in the region.

Tuzla Regional Network will be unique in that it will allow the network to remain current and dynamic. Due to the very nature of services in these areas which are funding dependent, it is inevitable that with every change that affects the landscape; support services will be changed.

The thought process around current network involved ensuring that large and small; private and voluntary all have a voice in the network; allowing for sharing of good practices; ideas and creates a space for collaborative working which in turn will ensure that we provide a seamless service to migrants and refugees.

Each stakeholder was invited to the network through initial phone call/email to introduce the project which was followed up by online meetings due to pandemic or face-to-face meetings, where the project was discussed in greater detail. Each stakeholder was added to the network email list.

Targeting key stakeholder and inter-agency network meetings in Tuzla

After establishing the network in Tuzla - İstanbul, the stakeholders;

1. Tuzla Belediyesi (Tuzla Municipality)
2. Sosyal Yardımlaşma ve Dayanışma Vakfı (Social Assistance and Solidarity Foundation) Public body
3. Tuzla İlçe Milli Eğitim Müdürlüğü (Tuzla District Directorate of National Education)
4. Tuzla Halk Eğitimi Merkezi (Tuzla Public Training Centre) Adult Education Provider
5. Tuzla Youth Centre (Tuzla Gençlik Merkezi - TUZGEM) Volunteering organisation
6. T.C. Sabancı Üniversitesi (T.R. Sabancı University) HEI
7. Tuzla Nüfus Müdürlüğü (Tuzla Directorate of Civil Registry)
8. İSKUR - Tuzla Şubesi (Turkish Employment Agency - Tuzla Branch) Public body
9. Tuzla Sosyal Dayanışma ve Yardım Derneği – TUZLADER (Tuzla Social Solidarity and Assistance Association)
10. Tuzla Rehberlik ve Araştırma Merkezi - Tuzla RAM (Tuzla Counselling and Research Centre)

were identified that played a key role in Tuzla region in supporting inclusion of migrants and refugees. This was done through current contacts and research.

These organisations were contacted, and meetings arranged to introduce ERASMI in the first instance.

Partnership meetings were kept simple. A simple agenda was used for each meeting to:

- ERASMI Project, its aims and outputs
- International Good Practice Compendium for Intellectual Output 1
- Roles of the organisations and sharing organisational experiences on inclusion of refugees and

migrants

- Discussion on collaborative approach to further improvements in the quality of inclusion process
- Conclusions

The inter-agency network meetings took place online via zoom due to Coronavirus pandemic:

- **23rd February 2021 (via zoom):** It was the first meeting in order to present ERASMI project and to collect memberships and collaborations.
- **20th April 2021 (via zoom):** In the second meeting we presented the documents: Best Practice Compendium and Current State of Play about migrants and refugees in Turkey and we discussed about the needs and shortcomings in public and private services in Istanbul Region.
- **12th October 2021 (via zoom):** discussed about the integration strategy in Istanbul. We have also focused on Good Practice Compendium which has been translated into Turkish. The tools which they use in the inclusion of the refugees and migrants have been discussed by the participants. We shared the Multi-Actor Collaboration Toolkit with the stakeholders. The stakeholders talked about the tools which they use for the effective ways of communication, network, moderation, coordination, project management, team development in the integration of the target groups.
- **15th March 2022 (face to face):** The integration problems that the stakeholders have been facing were discussed and the solutions to these problems were shared.
- **31st May 2022 (face to face) after the multiplier event in Istanbul (23 May 2022):** The general evaluation of the network meetings were discussed. The multiplier event in Turkey was evaluated.

Actions agreed

The **Istanbul Inter-agency Network** will utilise variety of channels to communicate; to develop and progress the inclusion agenda. **Tuzla Kaymakamligi** will provide a co-ordinating role and seek appropriate opportunities to share data across the region to avoid duplication.

Tuzla Region has been going through a reduction of services at community level and makes available lower budgets and resources, so that it is difficult for the organizations to provide services and to meet the demands of migrants.

Regardless of size of an organisation, there is vast amount of knowledge and networks that exist that have great amount of knowledge to share. Our purpose is to capture and share knowledge about services across the region making migrants and refugees more informed and jointed.

Tuzla inter-agency network will utilise electronic media as a means of communication to ensure that we get input from wider range of players in the field of VET to ensure that we are able to share experiences and disseminate new tools.

This approach will allow for a holistic approach, ensuring that we allow organisations not initially part of the partnership to contribute their knowledge as well as having the opportunity to access new tools and training through ERASMI and other projects.

The priorities for the Action Plan were based on and dictated by the **current state of play** in the region.

In Tuzla there are difficulties in linking territories due to road networks and the geographic conformation of the region, besides the services are often concentrated in the main neighbourhood of the region and it may represent a difficulty for migrants and refugees living in the suburbs.

For that it is vital to ensure that we develop a central repository to collect data, which will highlight key players in the region as well as identify gaps in provisions and ensure greater cohesion between the internal territories.

All stakeholders will be responsible for increasing awareness of the network, feeding in the latest policies and priorities in the area of migrant inclusion.

Each stakeholder will also be responsible for bringing new organisations into the network to increase the breath and reach of the network.

Top three priorities identified, for Tuzla Region Inter-Agency Network:

1. Increase knowledge base of all the actors in the region.
2. Create opportunities for collaborative work between players in the region.
3. Develop a central repository of data on organisations in the region; allowing for sign-posting and referrals.

Regarding the education and training aspects of inclusion, other **immediate actions** to be taken are:

- Open vocational training programs, which will enable refugee students to provide meaningful income for their families while earning valuable skills that they can transfer to their home countries. The Ministry of Education should follow through on their plan to offer vocational programs for Syrian refugees within the next academic year.
- Increase the coordination between NGOs, local municipalities, volunteer organisation, and the relevant ministries to spread conditional aid and inclusion programs for migrants and refugees.
- Increase the number of trained mediators and counsellors at organisations, with the goal of having at least one female and one male counsellor/mediator per organisation to ensure that both male and female migrants and refugees can access counselling services and inclusion facilities.
- Ensure that all Turkish teachers with Syrian students in their classrooms receive orientation programs and that orientation programs emphasize cultural differences such as “short response, unexpected nonverbal expressions, and embarrassment that teachers might misinterpret as deficiencies.”
- Require all Syrian teachers to participate in orientation programs.
- Remove contextual differences between Syrian and Turkish VET curriculums to ensure that the transition process occurs smoothly.

Sustaining the network

In Istanbul there is a strong net composed by not governmental organizations, organizations of the so called “third sector”, decision makers, social parts, municipalities and schools that are used to work together, mainly called to cooperate by the central Government of the Country.

A large part of these organizations manage nowadays helpdesks for migrants, with some specialization: some of them work mainly on vocational guidance, others to support migrants to cope with legal norms, others to help people to obtain or to renew the permits of stay.

In Istanbul Syrian refugees are settled in the rented houses. No camp is provided for the refugees in Tuzla. The refugees must take the “settlement document” from Tuzla Civil Registration Office (of Births). The rental contract must be confirmed by the neighbourhood headman-mukhtar (mahalle muhtarı). Then, “the temporary Identity card” is given by Tuzla Police Department by filling out “the pre-registration form”. In Tuzla the food and non-food items are provided by Tuzla District Governorship (Tuzla Kaymakamlığı) - Social Assistance and Solidarity foundation, AFAD, Turkish Red Crescent, Tuzla Municipality (Tuzla Belediyesi), NGOs and the host communities. Tuzla Halk Egitimi Merkezi as an adult education provider organises social and VET courses for the migrants and refugees in the region.

There are some past experiences that some organizations of the Network have already faced, like a regional coordination group that worked for many years to collect procedures and innovations in the field of migrant regularization and social integration. Furthermore at the end of the last year, as output of ERASMI Project, some local organizations subscribed a protocol, including public agencies, to keep each other informed about the frequent changes of rules in the immigration field.

Due to the presence of a concrete need to maintain connection, Tuzla Kaymakamligi will favour this relations, also using new network incoming that are going to strengthen the local net in the future two years 2022 – 2024.

Tuzla Kaymakamligi will favour the spread of information by its website (www.tuzla.gov.tr), its social media page (www.facebook.com/tupyom), LinkedIn page (www.linkedin.com/in/tupyom/). These platforms will create a central network that will allow different organisations to meet, share and collaborate.

TUZLA KAYMAKAMLIGI will ensure that the:

- Data on organisations in network are kept up to date: update data every 12 months.;
- site will be truly dynamic, allowing new organisations to be added to the network, pledging their commitment and removing those that no longer exist;
- the outputs created by ERASMI continue to be used for a long time to come.

This process will ensure that the network continues to grow. The section on the site will act as a central point of contact for organisations committed to inclusion of migrants and refugees in Tuzla, Turkey.

Regional Inter-Agency Network and Action Plan for Saxony-Anhalt, DE

Current State of Play

Although German history as a whole has been characterised by migratory movements, the sudden increase in the number of refugees in 2015 in particular has put the issues of migration, flight and inclusion back on the political and social agenda. In 2015 and 2016 alone, 1.2 million people came to Germany to seek protection and at the end of 2020, approximately 1.9 million protection seekers were living in Germany. It can be assumed that the majority of those seeking protection will remain in Germany for a longer period or permanently, which makes the absolute need for action in the area of inclusion clear. In response to the sudden increase in refugee numbers, there have been many legal and administrative changes in Germany in recent years, characterised by a tension between openness and restriction. On the one hand, measures are taken to optimise the inclusion process for persons with a protection status, and at the same time, other persons without prospects of staying are to be excluded from measures in order not to enable inclusion.

In addition to the integration of refugees, the immigration of skilled workers is currently of particular political relevance. The German government is focusing on foreign skilled workers to counteract the shortage of skilled workers in Germany. In particular, the Skilled Immigration Act for qualified professionals (Fachkräfteeinwanderungsgesetz), which came into force on 1 March 2020, represents a paradigm shift in German policy and aims to boost immigration of skilled workers from outside the European Union.

With regard to the management of migration, refugees and inclusion, there are complex responsibilities and processes in German federalism. The federal and state levels are mainly responsible for shaping the legal framework and managing administrative processes such as the asylum procedure and the initial reception of refugees. Residence law decisions and especially the inclusion of migrants and refugees, on the other hand, are primarily municipal tasks. Overall, a large number of state and non-state actors (such as authorities, NGOs, companies and volunteers) are involved in the field of migration and inclusion at the local, regional and supra-regional levels. Goal-oriented cooperation in heterogeneous network structures is considered a promising strategic approach for bundling resources and competencies.

Why Saxony-Anhalt Regional Inter-agency Network

In Saxony-Anhalt, the integration landscape is also characterised by a large number of different state and non-state integration actors. Network structures have already existed for about fifteen years to ensure cooperation between the actors. In addition to state-wide exchange platforms – such as the State Integration Advisory Council (“Landesintegrationsberat”) - and support networks financed with EU and federal funding – such as the IQ Network Saxony-Anhalt¹ – the state of Saxony-Anhalt has been funding so-called Coordination Offices for Integration and Migration since 2008. These have been established in all districts and district-free cities and are

¹ Selected as an example of good practice by the ERASMI project: www.erasmi.info/wp-content/uploads/2021/04/IQ_Netzwerk_Sachsen-Anhalt.pdf.

intended to strengthen municipal integration work. The aim is to network local authorities, organisations and associations to better coordinate support services.

Despite existing network structures, both professional and voluntary actors in the field of migration and inclusion would like to see an intensified exchange and often consider the existing formats to be inadequate.² Among other things, a clear thematic focus is considered important to enable a maximum productive exchange. In addition, existing networks, such as those of the municipal Coordination Offices, primarily serve the coordination of offers and do not provide a forum for the general exchange of experience between all integration actors across all areas of inclusion. Moreover, due to the restrictions caused by the Corona pandemic, classic exchange formats of existing network structures sometimes no longer took place, not even as a digital alternative.

A central challenge is therefore to develop (digital) tools and platforms that bring together the knowledge of the heterogeneous actors, enable a practical exchange and contribute to the strengthening of networking competencies (empowerment) of professional and voluntary actors in the field of migration and inclusion.

Since 2017, the Department of Public Management at Harz University of Applied Sciences has been testing how universities can (as part of their transfer activities to society) bring together stakeholders from their regional environment and promote the development of networking competencies. Based on these preliminary considerations, Harz University has designed the ERASMI network in Saxony-Anhalt as a (digital) platform for a regional exchange of knowledge and experience. State and non-state actors in the field of migration and inclusion (such as public authorities, NGOs, migrant organisations and volunteers) should meet at eye level to be able to discuss concrete problems together in a solution-oriented manner. In addition, the network should contribute to capacity building and support integration actors in establishing and expanding their networks - also within the framework of digital cooperation formats. In this way, the ERASMI network should ultimately contribute to improving inclusion work in Saxony-Anhalt

Key Stakeholders

- **Agentur für Arbeit Halberstadt (Federal Employment Agency)**
 - **Organisation type:** State actor
 - **About the organisation:** Federal authority responsible, among other things, for labour market integration and support of migrants and refugees with protection status.
- **Auslandsgesellschaft Sachsen-Anhalt e.V.**
 - **Organisation type:** NGO
 - **About the organisation:** Umbrella organisation for organisations that advocate democratic coexistence and equal social participation regardless of origin, religion, language and other characteristics (including bilateral societies, European political associations, migrant organisations).

² Schumacher 2018: Kooperation von Haupt- und Ehrenamtlichen in der Arbeit mit Geflüchteten, p 92. Download: www.bamf.de/SharedDocs/Anlagen/DE/Integration/Ehrenamt/studie-ehrenamt-hauptamt-inbas.pdf;jsessionid=B0085EE07CE7025DDA5C974306C92BC3.intranet352?_blob=publicationFile&v=5

- **Ankunftszentrum des Bundesamts für Migration und Flüchtlinge in Halberstadt
(Arrival Centre of the Federal Office for Migration and Refugees in Halberstadt)**
 - **Organisation type:** State actor
 - **About the organisation:** The arrival Centre of the Federal Office for Migration and Refugees in Halberstadt is the federal authority responsible for the asylum procedure and the coordination of integration services, especially language courses in Saxony-Anhalt.

- **Caritasverband für das Bistum Magdeburg e.V. im Dekanat Halberstadt**
 - **Organisation type:** NGO
 - **About the organisation:** Welfare association in Halberstadt, which implements various integration projects and is active in the field of migration counselling and asylum procedure counselling.

- **Diakonisches Werk im Kirchenkreis Halberstadt e.V.**
 - **Organisation type:** NGO
 - **About the organisation:** Welfare association in Halberstadt, which implements various integration projects and is active in the field of migration counselling and asylum procedure counselling.

- **DRK Kreisverband Börde e.V. (German Red Cross in the Börde District of Saxony-Anhalt)**
 - **Organisation type:** NGO
 - **About the organisation:** Aid organisation in the Börde district that is active in the field of migration counselling, among other things.

- **Flüchtlingsrat Sachsen-Anhalt e.V. (Refugee's Council Saxony-Anhalt)**
 - **Organisation type:** NGO
 - **About the organisation:** Association in Saxony-Anhalt that works for the recognition of the rights of refugees and the improvement of their living situation.

- **Deutsches Fachwerkzentrum Quedlinburg e.V.**
 - **Organisation type:** NGO
 - **About the organisation:** Association for the protection of historical monuments based in the city of Quedlinburg, which implements integration projects for refugees, among other things.

- **Landkreis Harz | Koordinierungsstelle für Migration und Ehrenamt
(Coordinating Body for Migration Volunteering of the Harz District)**
 - **Organisation type:** State actor
 - **About the organisation:** Is funded by the state of Saxony-Anhalt and coordinates municipal integration work for migrants in the Harz district.

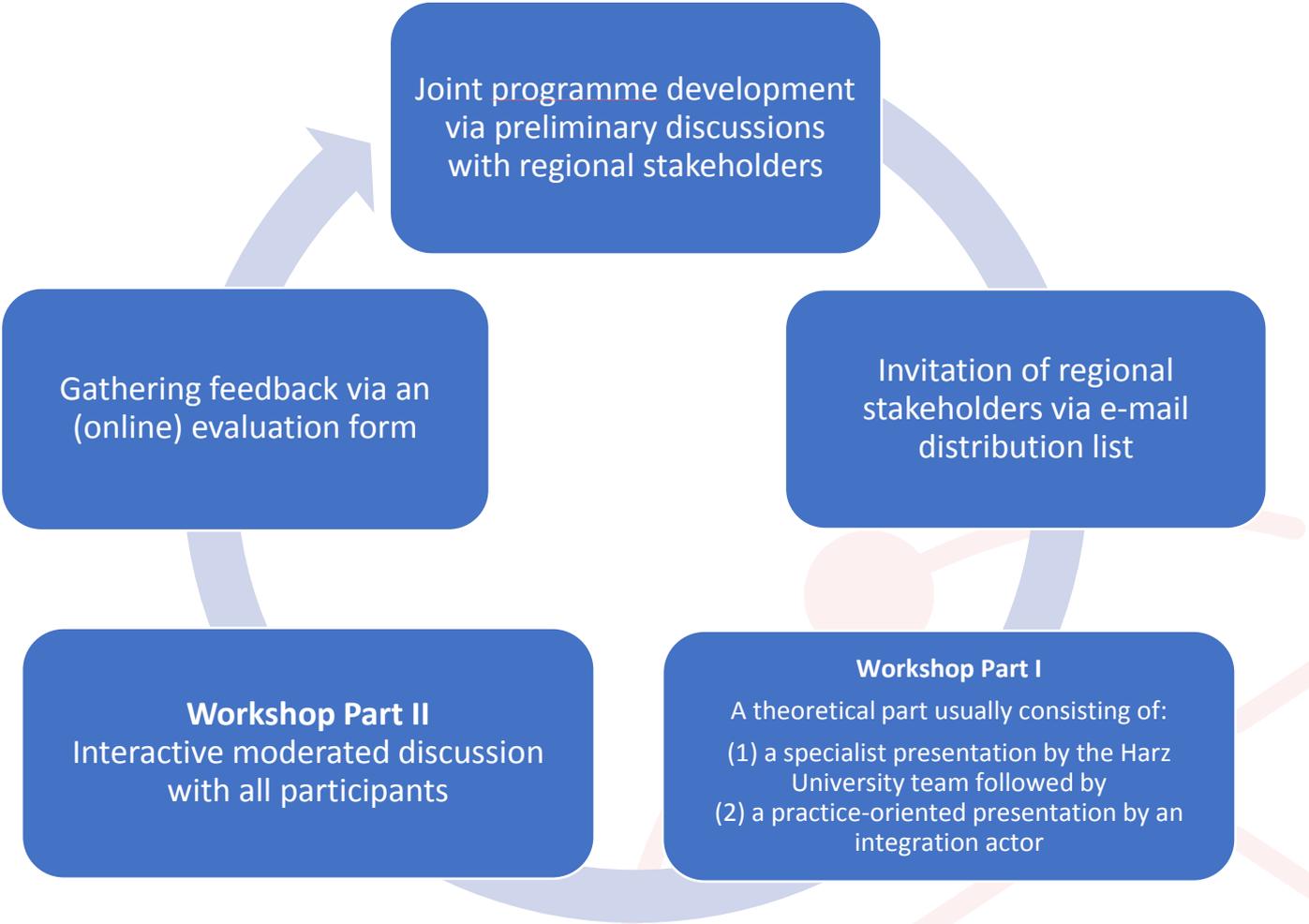
- **Migrationsagentur Burgenlandkreis**

- **Organisation type:** State actor
- **About the organisation:** One-stop shop of various municipal authorities in the field of migration and integration in the Burgenlandkreis district.
- **Kommunale Beschäftigungsagentur Jobcenter Landkreis Harz (Municipal Job Centre of the Harz District)**
 - **Organisation type:** State actor
 - **About the organisation:** Municipal authority for labour market integration, also for migrants and refugees.
- **Landesinitiative Fachkraft im Fokus**
 - **Organisation type:** Project of the State of Saxony-Anhalt
 - **About the organisation:** Supports skilled workers (also from abroad), refugees, companies and regional actors on the topic of labour market integration and securing skilled workers.
- **Landesnetzwerk Migrantenorganisationen Sachsen-Anhalt (LAMSA) e.V. (Regional Network of Migrant Organizations of Saxony-Anhalt)**
 - **Organisation type:** NGO
 - **About the organisation:** Umbrella organisation of migrant organisations in Saxony-Anhalt.
- **Zentrale Anlaufstelle für Asylbewerber des Landes Sachsen-Anhalt (Initial Reception Centre for Asylum Seekers of Saxony-Anhalt)**
 - **Organisation type:** State actor
 - **About the organisation:** Initial Reception Centre for refugees in the federal state of Saxony-Anhalt.
- **Zentrum für Migration und Arbeitsmarkt (ZEMIGRA)**
 - **Organisation type:** Project of the State of Saxony-Anhalt
 - **About the organisation:** ZEMIGRA is a state-wide information centre on issues related to the labour market integration of migrants and refugees.
- **ZORA e.V. – Soziokulturelles Zentrum Halberstadt (Sociocultural Centre Halberstadt)**
 - **Organisation type:** NGO
 - **About the organisation:** Sociocultural centre in the city of Halberstadt that implements local integration projects, among other things.

Inter-agency network meetings in Saxony-Anhalt

The network meetings were organised as a workshop format to create appropriate conditions for an exchange of knowledge and experience. Each meeting focused on a current issue in the field of migration and inclusion in Saxony-Anhalt which was thoroughly examined and presented by the Harz University Team based on preliminary

research (literature review and own empirical research) to allow for exchange and discussions among practitioners. Another desired outcome of each meeting was the establishment and expansion of the participants' own networks. Each of the network meetings lasted about three hours. Due to the restrictions caused by the Corona pandemic, the meetings were conducted mainly as online events via Zoom.



Typical process of the (online) network meetings as circle chart.

The typical process of the meetings has been developed together with regional stakeholders during the ERASMI project and in the course of previous projects since 2017 (see figure). The selection of topics and programme development were always based on the evaluation of the last network meeting and preliminary discussions with regional stakeholders. Invitations were sent via an e-mail distribution list, which was constantly expanded and to which every actor in the field of action could be added upon request.

Having the heterogeneous participants and the overarching goal of capacity building in mind, each workshop was designed with a dual structure: A theoretical part at the beginning of the event was always followed by an interactive part. All events were thus introduced with a specialist presentation by the ERASMI team of Harz University on the respective thematic focus, which was based on a previous review of recent publications in combination with own empirical research. This was followed by one or two practice-oriented presentations by

integration actors with specific expertise and experience regarding the chosen thematic focus. Based on the inputs, central questions were raised as guiding questions for the interactive discussion part. The discussion took place in small groups. If the event took place in an online format, the participants were divided into so-called breakout sessions. To design the workshops as agile and dynamic forums for exchange, various facilitation techniques were used for the discussion.³ The results of the moderated discussion were then presented in a joint plenary session and commented on by the team from Harz University with a short conclusion to the event. At the end of each event, the participants were asked to take part in an (online) evaluation survey. This was done to improve the format based on the needs of the regional stakeholders and to identify topics for future events. After the event, there was always the possibility for an informal exchange between the stakeholders. The aim was in particular to establish and expand the networks of the participants. After the event, all regional stakeholders were sent a documentation with all presentations and the results of the moderated discussions. In the following part, all network meetings in Saxony-Anhalt in the course of the ERASMI project will be briefly presented:

The inter-agency network meetings

➤ 8 July 2020:

- **Topic:** Network-based cooperation in the field of migration and integration. Current challenges in the context of COVID-19.
- **Location:** Video conference via zoom
- **Number of participants:** 20
- **Content and programme:**
 - Presentation of the ERASMI project and current results on network-based cooperation in Saxony-Anhalt by the Harz University team.
 - Presentation on challenges in migration counselling in the context of COVID-19 by Diakonie Halberstadt.
 - Moderated group discussions on challenges and approaches to solutions in the field of migration and integration in times of the Corona pandemic.
- [Documentation for download \(in German\)](#)

➤ 1 December 2020:

- **Topic:** Networks, networks, networks... Success factors of networking in the field of migration and integration.
- **Location:** Video conference via zoom
- **Number of participants:** 17
- **Content and programme:**
 - Presentation on success factors of network-based cooperation in the field of migration and inclusion, based on the Compendium of Good Practice on network-based cooperation of the ERASMI project by the Harz University team.
 - Presentation of experiences from the Integration network of the city of Erfurt by the network coordinator. The network had been identified as a good practice for network-based cooperation.
 - Moderated group discussions on success factors, challenges and tools of network-based cooperation.
- [Documentation for download \(in German\)](#)

³ Suitable facilitation techniques for network meetings can be found in the ERASMI project's Multi-Actor collaboration Toolkit: www.erasmi.info/toolkit/.

➤ 24 March 2021

- **Topic:** One year of restrictions due to COVID-19. Effects on integration actors, migrants and refugees in Saxony-Anhalt.
- **Location:** Video conference via zoom
- **Number of participants:** 19
- **Content and programme:**
 - Presentation on the impact of COVID-19 on integration actors, migrants and refugees by the Harz University team
 - Presentation on voluntary work in the field of migration and integration in times of COVID-19 by the volunteer coordinator of the Börde district of Saxony-Anhalt.
 - Presentation of experiences from the learning centre in the reception centre for refugees in Saxony-Anhalt on education under pandemic conditions.
 - Moderated group discussions on (long-term) effects of COVID-19 in the field of migration and inclusion as well as solutions approaches and support needs.
- [Documentation for download \(in German\)](#)

➤ 12 October 2021

- **Topic:** Status quo in the field of migration and integration in Saxony-Anhalt.
- **Location:** Harz University
- **Number of participants:** 6
- **Content and programme:**
 - Moderated discussion with close partners of the ERASMI team at Harz University ("the core network") on current developments in the field of migration and integration in Saxony-Anhalt (this includes developments in the project and service landscape; ongoing dynamics due to Covid-19; the development and publication of a state integration concept for Saxony-Anhalt as a framework for future regional integration policies; and a new state government since September 2021).
 - The results of this network meeting form the basis for the next major network meeting on 2 February 2022.
- **Documentation for download (in German):** Only internal documentation for the actors involved.

➤ 2 February 2022

- **Topic:** "Children – School – Language... Current challenges for educational integration and language support in a changing integration landscape in Saxony-Anhalt.
- **Location:** Video conference via zoom
- **Number of participants:** 16
- **Content and programme:**
 - Presentation on current developments in the field of educational integration and language support in Saxony-Anhalt by the Harz University team.
 - Presentation on challenges and needs in educational integration and language support from a charitable perspective using the example of the city of Halberstadt (by the Caritas Halberstadt).
 - Presentation on intercultural sensitisation in schools by the Service Agency for Intercultural Learning in Schools in Saxony-Anhalt of the regional network of migrant organization of Saxony-Anhalt.
 - Moderated group discussion on challenges, solution approaches and support measures in educational integration and language support in schools and vocational education and training.
- [Documentation for download \(in German\)](#)

Actions agreed

The ERASMI network in Saxony-Anhalt was established to improve the design and implementation of various inclusion measures in the region. Since network structures in Saxony-Anhalt for the coordination of inclusion measures had already been consolidated in the form of municipal integration networks, the ERASMI network

was established primarily as a platform for the exchange of knowledge and experience between relevant stakeholders. The general concept and the way of implementation (e.g. regional workshops as exchange forums) have already been developed since 2017 within the course of previous projects and activities at Harz University of Applied Sciences. For quality assurance, the main focus was on a constant evaluation of the network meetings through questionnaires and discussions with regional stakeholders to design the format based on the needs of the integration actors.

In principle, the ERASMI network aims to fulfil the following objectives:

1. Implement a regular platform for mutual learning and knowledge sharing for a heterogeneous group of regional integration actors
2. Establishing and expanding the networks of integration actors
3. Building (networking) competencies, also for digital cooperation formats
4. Formulation of policy recommendations

The design and content of the network meetings were developed together with the participants as part of the evaluation. In terms of success factors, the following framework conditions have been identified as central:

- 1. Mix participants from different organizations and levels of hierarchy:** To be able to exchange knowledge successfully, as many relevant actors as possible should be involved. A special appeal of the network meeting is its thematic relevance for mixed target groups, including practitioners from different organizations (public administration, NGOs, migrant organisations, higher learning institutions etc.). When challenges for successful and sustainable integration are to be discussed, the level of hierarchy does not matter that much, rather ideas and creativity.
- 2. Consider the different organizational cultures and needs of the target group:** The design of the network meetings should appeal to all target groups attending the event. That is why an interdisciplinary approach to any given topic is highly recommendable. Whereas legal changes may be of special relevance for the decision-making of public administration representatives, refugee self-organizations or individual refugees may put more emphasis on the social implications of legal regulations. In addition, the network meetings should be scheduled in such a way that everyone can participate (e.g. within the working hours of public administration staff). For online events, there should be used as few and simple digital tools as possible and they should be accessible to all. In addition, it can be useful to offer a technical check beforehand (separate event or immediately before the event) to prepare especially technically inexperienced participants.
- 3. Knowledge exchange rather than just knowledge transfer:** Dissemination of knowledge is not intended to be a one-way transfer from one actor to another, especially from the perspective of a higher education institution. Instead, opportunities for participation should be created that allow each participant to share their knowledge with all others on an equal footing. NGOs learn from public

authorities just as much as vice versa. The prerequisite for cooperation at eye level is mutual appreciation and the recognition of different competencies, goals, motivations and approaches.

4. **Each participant has a voice:** Every person's experience and opinion are equally valuable, regardless of expert status or hierarchical level (Whether it is a long-standing expert, a student or a refugee).
5. **Identify relevant topics together with the stakeholders:** Participants are regularly asked to propose topics for upcoming events, thus workshops reflect current challenges and developments in the field.
6. **Have a clear thematic focus:** Every network meeting needs a thematic focus. This helps to reflect on a specific practical problem in detail and keep the discussions lively, focused and solution-oriented.
7. **Find engaging activities:** Most practitioners do not appreciate too much theoretical input. Practical work helps to keep people involved and to spark mutual exchanges and discussions. Finding the right tasks for the right topic is a key factor for success. Especially in digital exchange formats, interaction and participation should be supported and enabled, for example through the use of tools such as Mentimeter, Padlet and Breakout Sessions.
8. **Facilitation of the discussion:** The discussion should be facilitated with appropriate techniques to activate and motivate the participants to ultimately support the finding of solutions. There is a wide range of formats to choose from, from directive to more participatory approaches.⁴ Not every facilitation technique is suitable for every topic or every target group. It is also important to allow enough free space for a lively exchange. Digital exchange formats require an even more active facilitator to support communication.
9. **Use of digital exchange formats:** Due to the restrictions caused by the Covid-19 pandemic, online formats (e.g. via Zoom) were the only way to enable an appropriate exchange within the network. The pandemic was a catalyst for digitisation and also after the pandemic, digital exchange formats can be a useful addition. An online exchange offers many advantages, such as easier organisation and time savings for participants. However, attention should be paid to a more active facilitation to encourage the participation of network members and to support communication in the digital space. Moreover, not all participants may have the necessary technical infrastructure and sufficient digital skills to take part in such formats. To provide an adequate space for informal exchange and to build the necessary trust between network members, face-to-face meetings should not be completely abandoned.

⁴ Suitable facilitation techniques for network meetings can be found in the ERASMI project's Multi-Actor collaboration Toolkit: www.erasmi.info/toolkit/.

- 10. The participants need to get to know each other:** Many actors already knew each other before the first ERASMI network meeting, but there are always new participants entering the field (or the network meetings). Therefore, it is important that participants introduce themselves or are introduced by others.
- 11. The rhythm and thematic relevance of the network meetings are important:** Network meetings should take place regularly, for people to plan their attendance in advance. On the other hand, too many events are not recommendable, since inclusion actors are busy with their daily work and the meetings are always intended to put the focus on a specific current challenge. Two or three events per year seem to be an appropriate number in such a dynamic field of work.
- 12. Document the results as accurately as possible:** Insightful remarks are easily forgotten when not carefully documented. Results of the plenary and group discussions and further additions such as comments should be recorded and forwarded to all participants as a follow-up to the event.
- 13. Regular feedback loops and constant evaluation:** To (further) develop the network meetings, sustain the level of quality and adjust it to the needs of the target group, regular feedback by participants and a constant evaluation by the Harz University team are crucial factors for success. (Online)Questionnaires, which were handed out to the participants after every event, proved to be effective means to gather opinions.

Sustaining the network

The sustainability of the network depends on coordination and regular activities, which should be oriented towards the needs of the regional stakeholders. This may be difficult to maintain after the end of the ERASMI project, which is why the sustainability of the network is particularly at risk. Questions of sustainability and in particular the continuation of the network were therefore continuously addressed by the Harz University team throughout the entire project duration.

One aspect of sustainability is the need orientation. To ensure that the network meetings address the needs of the stakeholders, they are constantly evaluated through (online) questionnaires. In addition, regional stakeholders are regularly asked for feedback in bilateral talks. The feedback will be included in the design of future network meetings to keep them attractive for the stakeholders.

The topic of migration and integration will continue to be represented at the Department of Public Management at Harz University of Applied Sciences after the end of the ERASMI project. This allows for a potential continuation of network meetings and other activities (possibly in a different form). As a possible way of consolidation, the concept of the ERASMI network meetings will also be brought into the current internationalisation considerations of the department. Concerning coordination, however, a new or shared

coordination of the network is also being discussed. Talks have been and are being held with central integration actors in the region. However, this is an ongoing, open-ended process.

Finally, there is the possibility that the ERASMI network in Saxony-Anhalt could also be replaced by other structures or finishes its work once its objectives have been met. Maintaining the network is not an end in itself, but is based on the needs in the region.



Regional Inter-Agency Network and Action Plan for Umbria, IT

Current State of Play

According to the data reported by the Immigration Report 2021, in the Umbria region the percentage of migrants is 10.6 percent of the total residents, a percentage two points higher than the national average. The majority of these have a long-term residence permit. However, the statistics do not include migrants irregularly present in the territory, which have increased in recent years due to the crisis caused by the pandemic.

To these numbers are added those of Ukrainian refugees hosted in our region in the last months.

The integration policies are mostly financed by maturing FAMI funds; on the planning of the activities of the next few years, co-planning tables are active between associations public bodies and cooperatives of the third sector.

The ERASMI project fits into this context.

The realities of the third sector that operate in the field of migrant inclusion are various and each one deals with a specific sector (first reception, legal support, work integration etc.); often, each of them, concentrating on their work, forgets some fundamental aspects of networking

In view of this, collaboration and dialogue between them is fundamental in order to obtain concrete results in this field.

Why Umbria Inter-agency Network

The purpose of the Inter-Agency meetings in Umbria is:

- Create a strong network between associations, cooperatives and entities operating in the field of integration of migrants,
- Share and disseminate projects and initiatives to each other,
- Self-support during the course of the project,
- Co-plan and co-plan future interventions in the field of migrant integration.

Key Stakeholders

- **Coop. soc. Perugia (Perusia social cooperative):** first reception center for asylum seekers, SIPROIMI project for refugees.
- **Arcisolidarietà Ora d’Aria:** first reception center for asylum seekers, SIPROIMI project for refugees and foreign unaccompanied minors,
- **BorgoRete coop. Sociale:** anti-trafficking project,
- **Perugia Center, Diaconia Valdese:** helpdesk, support for housing,
- **Caritas:** first reception center for asylum seekers, SIPROIMI project for refugees, support for housing,
- **CESVOL (volunteer service center):** it acts as a link between all the associations operating in the field of immigration

The listed above are the key stakeholders for migrant inclusion in Umbria region. They impact every type of user (asylum seekers, refugees, irregular homeless people, etc.)

The list is not yet complete. we plan to update it with new members of the network.

Targeting key stakeholder and inter-agency network meetings in Umbria

All members were organisations active in the fields of migrant and refugee inclusion and integration. Umbria is a good example of active citizenship and a community involved in inclusion and integration, best shown on the example of the Umbria Intercultural Forum, which provides training, information, support, activities and addresses issues affecting Leitrim's migrant communities.

The inter-agency network meetings

Throughout 2021 and 2022 there have been several Inter-agency Network meetings organised in Umbria region.

Initially it was necessary to meet them separately in order to be able to illustrate the ERASMI project and its purpose and to be able to identify concrete actions that would strengthen the network.

We are still working on this, trying to open it to new stakeholders.

Actions agreed

The participants of the Umbria region Inter-agency network have agreed to:

- *collaborate in the planning of new projects aimed at migrants,*
- *create and share a database of existing projects aimed at migrants,*
- *find moments of encounter and dialogue, despite the numerous commitments of each one.*

Sustaining the network

The groups in meeting have committed to working together for the future programming of regional funds.

Regional Inter-Agency Network and Action Plan for Leitrim Region, IE

Current State of Play

Ireland's population has become increasingly diverse over the past two decades. It is timely to focus on integration and to consider what is needed to enable Irish society to enjoy the benefits of diversity. Effective integration requires ongoing engagement by migrants, public services, businesses and communities.

The Migrant Integration Strategy sets out the Government's commitment to the promotion of migrant integration as a key part of Ireland's renewal and as an underpinning principle of Irish society. The Strategy provides a framework for a range of actions to support migrants to participate fully in Irish life. The actions proposed are designed to support the integration process. They are also intended to identify and address any remaining barriers to integration. The Strategy offers a flexible structure which allows for additional actions and initiatives to be added where new issues emerge over its lifetime.⁵

In Leitrim the County migrant integration is currently under development. One of the recommendation of ERASMI Inter-agency Network meetings in Ireland is that this strategy is needed and an action plan to follow up with its development has been set out during the meetings.

In Ireland, The Office for the Promotion of Migrant Integration, a division of the Department of Justice and Equality, has a mandate to develop, lead and co-ordinate migrant integration policy across Government Departments, Agencies and services. Its functions include the promotion of the integration of legal migrants into Irish society, the management of the resettlement of refugees admitted as part of the United Nations Resettlement Programme and the administration of funding from national and EU sources to promote integration.

Why Leitrim Regional Inter-agency Network

The ERASMI Inter-agency Network Meetings offer stakeholders, organisations and service providers an opportunity to share information, promote ERASMI project, its outputs and improve partnership working.

The innovative objective of the ERASMI Inter-Agency Network in Ireland is to implement the mechanisms for sustainable collaboration between organizations and stakeholders providing inclusion services to refugees and migrants produced in IO1 and IO2 on regional level in order to create a sustainable impact on the inclusion into local societies. The specific objectives of the Network are to:

- ✓ recruit participants from among the most influential and representative organizations from across the

⁵ Migrant Integration Strategy, Ireland

- public, private, non-profit and volunteer sectors
- ✓ enable participants to share information, knowledge and skills as part of a collaborative learning process to further improvements in the quality of inclusion process
- ✓ guide the participating organisations to agree on concrete actions for implementation in their region
- ✓ encourage other regions to adopt the same approach

Key Stakeholders

The key stakeholders for migrant inclusion work in Ireland, and are specifically beneficial for the Leitrim region are listed below, however, this list is not exhaustive.

➤ **Roscommon LEADER Partnership**

Roscommon LEADER Partnership (RLP, also known as RIDC – Roscommon Integrated Development Company Ltd.) is an organisation that brings together key development projects including rural enterprise, development and social inclusion that work for the betterment of the people of Co. Roscommon.

➤ **Roscommon Learning Network**

The role and purpose of the Roscommon Local Learning Network is to share information including upcoming training for adult learners

➤ **Sligo Global Kitchen**

Training people in direct provision and giving them hope for a career.

➤ **Leitrim County Council**

It is one of 29 County Councils in the Republic of Ireland and is responsible for the administrative area of County Leitrim, delivering a wide range of services necessary to the physical, economic, social and cultural life of the county.

➤ **Irish Refugee Protection Programme**

The Irish Refugee Protection Programme (IRPP) was established by Government Decision on 10 September 2015 as a direct response to the humanitarian crisis that developed in Southern Europe as a consequence of mass migration from areas of conflict in the Middle East and Africa.

➤ **Emergency Reception and Orientation Centre (EROCC)**

Emergency Reception and Orientation Centre (EROCC) Ballaghaderreen, is the third such centre in the country. The others are the Hazel Hotel in Monasterevin and Clonea Strand in Dungarvan.

➤ **Sligo Family Resource Centre (SFRC)**

Sligo Family Resource Centre, as an example of Family Resource Centres, on its own initiative implements multicultural projects and provides family support services to migrants, refugees and asylum seekers.

➤ **New Communities Partnership (NCP)**

NCP is an organisation led by community members for community members, and the issues that they are addressing are grounded in their lived experiences.

➤ **Immigrant Council of Ireland**

Immigrant Council of Ireland, an Independent Law Centre, is working to provide assistance to people from a migrant background, improving and protecting their rights since their establishment in 2001.

➤ **Education and Training Boards Ireland**

ETBs are statutory authorities which have responsibility for education and training, youth work and a range of other statutory functions.

Targeting key stakeholder and inter-agency network meetings in Leitrim

All members were organisations active in the fields of migrant and refugee inclusion and integration. Leitrim is a good example of active citizenship and a community involved in inclusion and integration, best shown on the example of the Leitrim Intercultural Forum, which provides training, information, support, activities and addresses issues affecting Leitrim’s migrant communities.

The inter-agency network meetings

Throughout 2021 and 2022 there have been several Inter-agency Network meetings organised in Leitrim. The stakeholder in the inclusion and integration field were included in a series of online and in-person meetings. What has come out of these meetings is a stronger bond and determination to work together and overcome obstacles imposed by COVID crisis in inclusion work, but also to continue on the path of the overall county strategy.

Actions agreed

The participants of the Leitrim Inter-agency network have agreed to become active contributors to the county Migrant Integration Strategy.

Here is the excerpt of their testimonies about the meetings:

As a conclusion of the meeting, all participants were invited to say a few words about our approach and the meeting. 100% of participants gave a positive response. We captured the key insightful feedback as:

“In the daily work of the Citizens Information Centre, we provide services that fall in the intercultural inclusion. Having access to your project resources and these meetings gives us the opportunity to learn and connect in this area. Very valuable!”

“This meeting came at the right time. Even though we sometimes feel overwhelmed by the amount of catch up work that needs to be done, due to what delays in services COVID has caused, I think this today has given us great shortcuts to approach work with migrants. This work makes a significant portion of the Family Resource Centre workload.”

“We will make sure to distribute these resources among SICAP actors across Ireland.”

Sustaining the network

The groups in meeting have gained an additional networking boost through these inter-agency meeting and have committed to working together further, especially in contributing to the county integration strategy. This, combined with their positive evaluation of the action, supported by the resources handed over from the ERASMI project, it is expected that good foundations for continuance of the actions and the collaboration are set.



Section 4

RESOURCES

In this section you will find some useful resources such as agenda, invitation sample, attendance list, minutes sample, pledge card sample, evaluation questionnaire template, meeting / event report sample to be used in your inter-agency network meetings.



Agenda sample

Name of Network/Project

Team Meeting

Date: Feb 22, 2022 Time: 3:00 pm Location: Room 42

Meeting Goals / Purposes / Objectives

- A. Goal A
- B. Goal B
- C. Goal C

Pework - please prepare with the following:

- A. Assignment A
- B. Assignment B
- C. Assignment C

Time	Topic / Discussion Item	Facilitator
3:00 pm 5 min	Informational Items / Recognition / News	
3:05 pm 5 min	Action Item 1	
3:10 pm 5 min	Action Item 2	
3:15 pm 15 min	Discussion Item 1	
3:30 pm 10 min	Discussion Item 2	
3:40 pm 10 min	Next Steps	
3:50 pm 5 min	Review of New Action Items/Needed Resources	
3:55 pm 5 min	Next Meeting Purpose and Agenda Items	

Invitation sample

INVITATION

ERASMI - Empowering Regional Actors & Stakeholders for Migrant and Refugee Inclusion

Dear ...[name]...,

On behalf of [your organisation] we invite you to join an initiative, in which we are interested in your experiences and institutional perspective of barriers around engaging refugees and migrants into host countries. As the partner of **ERASMI project** – “Empowering Regional Actors & Stakeholders for Migrant and Refugee Inclusion” (www.erasmi.info) within the framework of an EU funded Erasmus+ Programme, **we cordially invite you to take part in our meeting that aims to gain more insight into the understanding of gaps in current provisions and discuss key findings of our intellectual outputs developed by project consortium.**

What is ERASMI?

ERASMI will enable the diverse stakeholder groups in the field of migration and refugee inclusion work to professionalise their staff and their organisations in order to effectuate their impact on social inclusion and will empower them to build strong multi-actor networks developing and implementing regional action plans for social inclusion of migrants and refugees.

The following topics will be discussed during the workshop:

-
-
-
-

Place of the workshop:

Date and time:

If you are interested in our workshop, please register on the following link: ...[link for registration]...

We look forward to seeing you! In case of question please contact us on the following email address:

...[your email]...

Yours sincerely,

.....[name].....

.....[position].....

.....[your organisation].....



Attendee List sample

INTER-AGENCY NETWORK MEETING PARTICIPANT LIST

Network / Project title :
Project ref. no :
Venue :
Organizer :

Date:/...../.....

No	Name Surname	Organisation	e-mail	Signature
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Minutes sample

INTER-AGENCY NETWORK MEETING

MEETING MINUTES

DETAILS

DAY MONTH YEAR | TIME | PLACE/ONLINE | CONTACT NUMBER

ATTENDEES

Number of members or names

AGENDA

THE LAST MEETING FOLLOW UP

-
-
-

KEYNOTE SPEAKERS

-
-

DISCUSSION

-
-

ACTION NEEDED

-
-

NEXT MEETING'S AGENDA

-

Pledge card sample

To be signed electronically or printed and signed.

Pledge Card



www.erasmi.info

ERASMI will enable the diverse stakeholder groups in the field of migration and refugee inclusion work to professionalise their staff and their organisations in order to effectuate their impact on social inclusion and will empower them to build strong multi-actor networks developing and implementing regional action plans for social inclusion of migrants and refugees.

Your Name:

Country:

Organisation/Company:

E-mail address:

I would like to join the regional ERASMI mailing list in [country]

Pledge Card

I support ERASMI to work to achieve 4 key aims:

- 1** Provide actors with best practice (collaboration) blueprints in the field of multi-actor migrants and refugee inclusion (IO1)
- 2** Develop an innovative learning framework and toolkit (IO2) empowering actors to enhance the impact of their social work.
- 3** Enable and empower actors to improve collaborative planning and coordination of education activities in Interagency Networks with regional action plans for social inclusion (IO3).
- 4** Ensure wide and free access, the framework and the documented processes and lessons learned from the networks will be shared on our interactive knowledge exchange platform as OERs (IO4).

Follow ERASMI on social media:  /ERASMIproject #erasmiproject



Co-funded by the Erasmus+ Programme of the European Union 

Evaluation Questionnaire Template

Inter-agency Network Meeting Evaluation Survey Form

Provide the link (google form or survey monkey) of the evaluation questionnaire:

Dear participant,

Thank you for taking the time to fill out this inter-agency network meeting evaluation form. We kindly ask you to fill out the following evaluation questionnaire. Your feedback will help us evaluate the inter-agency network meeting and improve our future events.

Thank you in advance.

Kind regards,

[Organiser] Project Team

* Required

1. How did you hear about this inter-agency network meeting? *

- Social media
- Colleague
- Through Interagency Network
- Direct invitation from the organizer
- Other:

2. Overall how would you rate the inter-agency network meeting? *

- Excellent
- Good
- Very good
- Fair
- Poor

3. Please rate your satisfaction levels *

	Very satisfied	Satisfied	Neutral	Unsatisfied
Overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction				
Speakers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Venue				

1. Would you recommend the inter-agency network meeting to friends or colleagues? *

- Definitely
- Probably
- Not sure
- Probably not
- Definitely not

5. What did you like most about the meeting?

6. What did you like least about the meeting?

7. Which topics would you like to talk about next time?

8. Will you use the outputs developed by ERASMI project and in your organisation and share them with your network? *

- Definitely will
- Probably will
- Probably will not
- Definitely will not

[SUBMIT]

Meeting/event report sample:

After each meeting, event, please prepare a report.

ERASMI INTER-AGENCY NETWORK MEETING REPORT



REPORT NO: ...

Region:, [Country]

Date of meeting :

Date of report :

Report by **Name Surname, role and organisation**

Project ref. no: XXXXXXXXXXXXXXXXXXXX

Meeting / event report sample

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1. Introduction

ERASMI Inter-agency Network Meetings offer stakeholders, organisations and service providers an opportunity to share information, promote ERASMI project, its outputs and improve partnership working. During the pandemic, the meeting was organised via [Zoom.]

The innovative objective of the ERASMI Inter-Agency Network in [Region], [Country] is to implement the mechanisms for sustainable collaboration between organizations and stakeholders providing inclusion services to refugees and migrants produced in IO1 and IO2 on regional level in order to create a sustainable impact on the inclusion into local societies.

The specific objectives of the Network are to:

- recruit participants from among the most influential and representative organizations from across the public, private, non-profit and volunteer sectors
- enable participants to share information, knowledge and skills as part of a collaborative learning process to further improvements in the quality of inclusion process
- guide the participating organisations to agree on concrete actions for implementation in their region
- encourage other regions to adopt the same approach.

The information, documents, images, photos and feedback in this report have been compiled in order to provide the results of the **inter-agency network meeting** of the project titled as multiplier event; the national showcase of the project titled as **Empowering Regional Actors & Stakeholders for Migrant and Refugee Inclusion (ERASMI)** held in [region], [Country] on [date] from [00:00 a.m/p.m to 00:00 a.m/p.m (GMT+1)] The inter-agency network meeting was organised within the framework of Erasmus+ KA2 Strategic Partnerships for VET (Project ref. no: 2019-1-DE02-KA202-006541) by [organiser].

2. Preparations and Promotion of the inter-agency network meeting

The content of this section may include:

- *The invitations to stakeholders via email, telephone or other means of communication.*
- *Participant info pack and registration form if there are any.*
- *Facebook posts or news about upcoming network meeting.*
- *Posters or brochures if designed.*
- *Zoom meeting details or meeting room/conference hall details.*

3. Agenda and logistics

Please give information talk about the meeting agenda and logistics (google map link of the meeting venue or Zoom details).

4. Structure of the meeting & profile of the participants

Please give detailed information about what has been discussed, the presentations, the actions to be taken and profile of the participants. Number of the participants and stakeholder organisations.

5. The results of evaluation and feedback survey

Please give information about the results of evaluation and feedback survey which was done after the inter-agency network meeting. Provide the link of online evaluation and feedback survey.

The satisfaction and evaluation form helps us collect feedback from the participants of the inter-agency network meeting. The meeting satisfaction survey also helps us achieve that hindsight with ease and speed.

The online template can be used in order to easily gauge the attendees' opinions on various aspects such as overall satisfaction, organisation, speakers, meeting venue, highlight of the meeting, key takeaways, how likely the outputs to be engaged, improvement suggestions structure, contact information (optional):

Annex I: Inter-agency Network Meeting Evaluation Survey Form

Go to Evaluation Questionnaire Template to see the sample

Annex II: Photographs/Screenshots from the meeting

Place some photos or screenshots taken during the inter-agency network meeting.

Annex III: The presentations used in the meeting

Attach or place the presentations used during the inter-agency network meeting.

Annex IV: News and posts published about the meeting

Provide the links and the screenshots of the news and posts published after the inter-agency network meeting.

Find out more at

www.erasmi.info

