

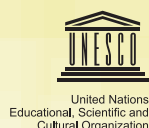
# WELCOME SERVICES FOR NEW CITY INHABITANTS

## TOOLKIT FOR EQUALITY CITY POLICIES AGAINST RACISM

European  
Coalition  
of Cities



against Racism



International Coalition  
of Inclusive and  
Sustainable Cities – ICCAR



Co-funded by  
the European Union

Why is it necessary?
Foundation
Putting into practice
Follow-up

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# TOOLKIT FOR EQUALITY CITY POLICIES AGAINST RACISM

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## WELCOME SERVICES FOR NEW CITY INHABITANTS

### THE CITY GETS ACTIVE IN ITS FUNCTION AS A

- democratic institution
- rule-maker
- employer
- **service provider**
- contractor

### ECCAR 10 POINTS ACTION PLAN

- 1 Greater Vigilance Against Racism
- 2 Assessing Racism and Discrimination and Monitoring Municipal Policies
- 3 Better Support for the Victims of Racism and Discrimination
- 4 **More Participation and Better Informed City Dwellers**
- 5 The City as an Active Supporter of Equal Opportunity Practices
- 6 The City As An Equal Opportunities Employer and Service Provider
- 7 Fair Access to Housing
- 8 Challenging Racism and Discrimination Through Education
- 9 Promoting Cultural Diversity
- 10 Hate Crimes and Conflicts Management

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# INTRODUCTION

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The Toolkit for Equality is a manual to support cities in implementing local policies that successfully counteract racism and racial discrimination or in adjusting existing ones. The Toolkit provides experience-based step-by-step instructions for implementing concrete policies, starting from the conceptualization and ending with measuring their impact. All content is based on expertise shared by experienced city officials working in European cities.

Our aim has been to give suggestions that are as concrete as possible. We invite you to read the toolkit as the joint expertise of colleagues in other cities and take whatever seems useful for your city.

The realization of this Toolkit would not have been possible without the support of cities and city employees, who shared their experiences, knowledge and time. ECCAR and the editors thank all of the participating cities for their contributions and hospitality, in particular:

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# WELCOME SERVICE FOR NEW CITY INHABITANTS

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Why is it necessary?
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# WELCOME SERVICES FOR NEW CITY INHABITANTS

Newly arrived immigrants are confronted with an unfamiliar system, complex legal regulations and a new language. Welcome services provide information and advice for new inhabitants. The services help the new arrivals with orientation in the city, information on the necessary administrative/legal steps and guidance concerning accommodations, schools, medical care, recognition of qualifications etc. Welcome services therefore support new inhabitants in making their way towards developing a livelihood. The services therefore contribute to their integration and participation in the city's society. These services help to bridge the gap between rights people have in theory and access to these rights.

Welcome services are recommended to include:

1. individual orientation counselling shortly after arrival in the migrants' native language
2. a module-programme of group coaching conducted in the migrants' native language
3. a module-programme of individual counselling regarding e.g. recognition of qualifications
4. a general information desk

The International Convention on the Elimination of All Forms of Racial Discrimination (CERD) defines that **“racial discrimination shall mean any distinction, exclusion, restriction or preference based on race, colour, descent or national or ethnic origin [...]”**.

“*Distinction*” means to define a person as different on the basis of “race”, colour, ethnicity, descent, birth, religion or language (addressing biological and cultural ascriptions), justifying differentiated entitlements on a structural level. The opposite of distinction is *equality*. Equality is meant as a status as well as a process.

“*Exclusion*” means denying access to and enjoyment of human rights. The European Union adopted the term social exclusion defined by the ILO, but widened the definition stressing that social exclusion occurs when people cannot fully participate or contribute to society because of “*the denial of civil, political, social, economic and cultural rights.*” It is indicated in the definitions that exclusion results from “*a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, bad health and family breakdown.*” Participation is a precondition for as well as a purpose of human rights. The opposite of exclusion is *inclusion*.

“*Restriction*” means a limitation of enjoyment of human rights in practice. The positive counterpart is to have “equal opportunities”.



“*Preference*” privileges a person on grounds of “race”, colour, ethnicity, descent, birth, religion or language over another person. Symmetrically, it disadvantages one person compared to another. The positive answer to this formal understanding is “equal treatment”.

Policies successfully counteracting racial discrimination therefore need to contribute to the positive counterparts of the four dimensions of discrimination.

**Counteracting discrimination therefore means to increase *equality, inclusion, equal opportunities and/or equal treatment*.**

→ The policy of **WELCOME SERVICES** as described in this chapter counteracts discrimination by promoting **participation** through facilitating access to rights and empowerment in order to **prevent** discrimination in the enjoyment of human rights.

## CONTEXT INFORMATION

The following chapter was developed through a number of interviews with civil servants and politicians responsible for the implementation of a coaching service for new city inhabitants in the cities of Madrid (Spain), Vienna (Austria) and Zurich (Switzerland) and complemented with information from the cities of Barcelona (Spain) and Graz (Austria).

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# WHY IS IT NECESSARY?

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## How does the city benefit?

- New arrivals are instructed on the administrative procedures and requirements (for registration etc.), which makes the procedures easier for both administrative staff and the newly arrived persons.
- The coordinated programme bundles together already existing services. Staff members know where to refer a person whose request cannot be dealt with at their desks.
- Coaching in group modules is a cost-efficient way to provide the target group with important information. In one 2-hour information module you can reach 20-50 people.
- There is a documentation of the courses and information modules a person has participated in. City employees at service desks can see which information a person has already received, which language course he/she has already completed etc. This makes the coordination of services easier.
- The welcome service explains to the new inhabitant where to go for which matter, which means they can avoid going to the wrong institutions and therefore prevents frustration on both sides of the counter.
- The information provided on language courses, combined with vouchers, is a positive incentive to learning the local language.
- The counselling contributes to a faster recognition of qualifications acquired abroad and therefore accelerates the search for jobs. New inhabitants get into employment faster; the city profits from the migrant's qualifications.
- The service is a welcoming gesture that can encourage identification with and participation in the city.
- To explain to newcomers local rules like local customs that apply to housing (e.g. on separating the trash, not being loud on Sundays etc.) can help prevent neighbourhood conflicts.

## How do newly arrived migrants benefit?

- A new inhabitant receives information and can ask questions in his/her mother tongue or a language he/she feels comfortable with.
- Newly arrived migrants quickly receive information on pressing issues, for example on how to find housing, medical care or schooling. They do not have to depend on (potentially inaccurate) information from friends, family or the community but have access to official information.
- The welcome service staff is familiar with the range of language courses available and can help finding the course best suited to a person's needs (educational level, course location etc.).
- The welcome service staff is familiar with the facilities, services and associations available that can make it easier for a new inhabitant to live and work in the city (having qualifications recognized, finding employment etc.).
- Information sessions are offered for various topics, e.g. housing, the health care system, the labour market, the right to residence, the education system, entrepreneurship, and can be chosen according to one's needs and interests. Child care should be offered during these information modules.

- Participation in the information modules is rewarded with vouchers for language courses. An individual follow-up coaching is offered after two years of residence, to discuss issues and ask questions that have come up in the meantime.
- New inhabitants are referred to competent services for emergency support in especially vulnerable situations (e.g. shelter) until they are in a position to access the general public services.

## LIMITATIONS

A main challenge is pushing forward the recognition of job qualifications gained abroad. The welcome services are a positive signal from the city that can create positive identification. However, the city's positive signal might not be able to balance out negative experiences with national immigration authorities and regulations. Not every individual is attracted to the program design of information modules etc. These programs cannot reach everyone.

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# FOUNDATION

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## PLANNING AND ENGAGING STAKEHOLDERS

1

### STEP Political support and decision

Gather political support with the arguments mentioned above.  
Negotiate for a council decision on the implementation of the coaching services, including considering the service in annual budgetary planning

2

### STEP Appoint a coordinator

One municipal entity with a committed political head of department should take on the responsibility for the coordination.

3

### STEP Brainstorming session

Organize a brainstorming session with

- politicians,
- municipal authorities (integration, public transport, health, housing, public employment service, migrants' council etc.),
- public and/or private institutions (representatives of employees, representatives of the self-employed, interpreter services etc.),
- NGOs such as migrant organisations and others.

Present the idea and its purpose. Discuss which needs of the target group can be addressed by these services. Identify the relevant stakeholders to conceptualize a comprehensive program. Engage partners to contribute to the working group (see Step 5).

**Tip!** Build on existing structures when developing the concept. Gain an overview concerning which institutions already offer various services for newly arrived migrants and discuss the options concerning integration and extending these services.

**RISKS, CHALLENGES**

Stakeholders are unfamiliar with the idea and sceptical concerning participation.

**MEASURES TO MITIGATE RISKS**

Approach each partner separately, this will contribute to information sharing and creating a working basis.

4

**STEP Working group**

Invite the relevant stakeholders to form a working group that refines the concept and clarifies questions on the requirements (resources, premises etc.).

**Tip!** Invite the immigration office that issues first residence permits to the new city inhabitants to the working group. It is crucial that the initial individual coaching is offered at the location where the newly arrived person receives his/her residence permit. Otherwise the coaching offer turns into an additional burden and people will not make use of the service.

*Checklist:*

- A committed department takes on the responsibility to coordinate the conceptualization and implementation of the coaching
- Relevant departments, local institutions, NGOs and associations have been identified
- The relevant actors have been invited to participate in the working group
- A working group is established and holds meetings
- The relevant actors send a qualified person to the working group meeting

**RISKS, CHALLENGES**

The immigration office is reluctant to participate

**MEASURES TO MITIGATE RISKS**

Argue that it takes the burdens off the employees if newcomers receive better guidance on where to turn for help on specific matters as well as information about administrative procedures

**RISKS, CHALLENGES**

**MEASURES TO MITIGATE RISKS**

The working group is not sufficiently made up of the relevant stakeholders/individuals

Carefully select the relevant stakeholders: Include NGOs experienced in consulting migrants, immigrant services, relevant actors in the systems e.g. the local employment agency, migrant associations and other locally relevant stakeholders

Particularly large and well established organisations are difficult to motivate concerning cooperation

Be patient, send information repeatedly, show up in person there, talk and provide information about your idea and the importance of cooperation; try to find allies in favour of the idea

Participating organisations send a different person to every working group meeting.

The coordinators should request the participating institutions to select one representative who will attend the meetings. If the person sends a substitute to a meeting, he/she should ensure good internal communication

Discussions in the meetings are not constructive;  
Participants have no intrinsic motivation, they only attend because they were required to do so by their superiors

The working group should neither be too small nor too large. Make sure that the whole range of relevant stakeholders (big institutions such as the employment agency as well as small NGOs) is represented but request that every institution send only one or in exceptional cases two persons to the meetings.  
If the working atmosphere is negatively affected due to one person, try to request a change.

## CONCEPT

Build on already existing services and expertise in your city! Discuss the concept details and requirements in the working group. The welcome services are recommended to contain the following elements:

1. Coaching: Personal mother-tongue counselling offered at the time and place where a person receives his/her first residence permit.
2. A program of information modules for groups that cover various topics of general interest, offered in easily understandable official language and in other relevant languages
3. A small number of modules for individuals, offered in their mother-tongue, for specific topics such as the recognition of a person's qualifications
4. A permanent information desk which provides information on city resources and infrastructure and assists in the processing of municipal formalities or making appointments for personal follow-up counselling after a certain time period.
  - A welcome brochure: A printed and downloadable brochure that contains the most relevant information on living in the city, including the contact information of authorities and support services. Availability in different languages is important.
  - Vouchers for language courses: Participation in at least one information module should lead to the provision of one voucher for a language course. The voucher should be usable to pay for the course directly (not a reimbursement system). The value of the voucher can differ for a person who is obliged by law to take a language certificate and a person who is not. A second voucher can be issued after participation in a certain number of information modules. All vouchers need to be non-transferable.
  - A "passport" to document attendance at group information modules, in order to receive vouchers for language courses. These "passports" need to be non-transferable.
  - Website: A multi-lingual website that gives the necessary information on the program and provides contact details for access to further information in the respective languages.

5

**STEP Identify the relevant topics for the information modules**

Ask your city's migrant council to summarize migrants' needs and suggestions for the coaching services. What information do newcomers need? What are the topics of common interest, what are the topics for specific groups?

Alternatively: Consult the migrant communities in your city. Conduct a mother-tongue survey among a sample of newly arrived immigrants. (Former) members of the target group are experts on their needs.

Possible topics for group information modules: housing, the health care system, employment, alien/migration law, the educational system, entrepreneurship, as well as "soft skill" topics such as discussing people's experiences in the city, cultural misunderstandings, etc.

6

**STEP Identify cooperation partners for the modules**

Get in contact with local stakeholders that could be included as lecturers (trainers, NGOs already offering counselling to migrants etc.), provide lecture content (chamber of commerce, public employment service, public housing agency etc.), locations (facilities for adult education, community centres etc.) or facilitate the dissemination of welcome brochures and advertise the existence of the services.

7

**STEP Define the content of the information brochure**

The brochure should summarize most important information in a short, well structured way and easy to read language. Provide addresses of the competent authorities and counselling services in each text segment.

The brochure should be made available in a number of languages.

■ **Tip!** Include people with a migrant background in the formulation of the content.

It is suggested that the following topics are covered:

- New in the city (registering residence, issuance of an ID card, birth certificate)
- Housing (renting options, electricity bills, neighbourhood mediation)
- Working (job search, work permits, recognition of qualifications, social insurance)
- Transport (public transport, bicycles, driving licence)
- Personal/Social Affairs (marriage, paperwork after the birth of a child, family allowances)
- Children (rights and obligations (custody, youth protection), child care)
- Education (compulsory school, schools for children with special needs)
- Health Care (health insurance, emergency service, prescription charges)
- Integration & Migration (residence titles, settlement permits, interpreter services)
- Non-discrimination (equal rights, support in cases of discrimination)
- Leisure (theatres, sport facilities, music schools, entrance fee reductions)
- Senior Citizens (care benefits, care options, apartments)
- Help in Emergency Situations (ambulance, police, fire fighters, crisis intervention)



**Tip!** Conceptualize the welcome brochure to be distributed in terms of all new city inhabitants, including country nationals. The information is useful for everyone.

8

### STEP Locations

Decide on the location for the information desk and the coaching office.

**Tip!** Cooperate with the immigration office to establish an information desk at their office.

Cooperate with course providers and/or educational facilities to decide on locations for group information modules. It is important that course locations are easily accessible with public transport. Cooperate with district branches of course providers in areas with a high share of newly arriving migrants.

**Tip!** Provide for childcare during the information events

9

### STEP Calculate the budget

A comprehensive offer, containing personal welcome coaching and a range of information modules in different languages was calculated by interviewees to cost about 1.6€ per inhabitant or 50-70€ annually per new inhabitant. This amount includes wages for internal and external personnel, vouchers for migrants, fees for speakers and trainers, handouts and other information material translated into a number of languages, a multi-lingual website, supervision for employees, trainings for the trainers, etc.

The production of a welcome information brochure, including conceptualization, layout, translations, printing of 10,000 copies and marketing, needs be calculated according to local market prices.

#### RISKS, CHALLENGES

The program does not contain the specific topics that are particularly important for newly arrived migrants

#### MEASURES TO MITIGATE RISKS

Involve migrant communities and experienced NGOs in your city into the conceptualization process; conduct a survey among migrants in which you ask them: what do you/did you need most when arriving in the country? Take interviews in the migrants' languages at the immigration office where everyone has to go for the residence permit. Carry out workshops with practitioners in migrant counselling



→ Concept

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### RISKS, CHALLENGES

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The concept does not take into account the schedules of persons having a job, child care responsibilities etc.

### MEASURES TO MITIGATE RISKS

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Schedule information events on Saturdays. Provide for child care during the information events.



*Checklist:*

- The concept is developed: there is a consensus on the purpose, objective and content of the coaching services
- The topics for the information modules are decided on
- The range of languages and availability of native speaking personnel is defined
- Budgeting is completed

## PUTTING INTO PRACTICE

# SET UP THE INFRASTRUCTURE FOR THE SERVICE

10

### STEP Create a website

The website explains in easily understandable language the services available (individual coaching, information modules, information desk) and provides the necessary contact details: where to go, which number to call for questions or scheduling an appointment, e-mail address. The website should be available in a number of languages. The telephone hotline should be able to answer and deal with calls in a number of languages.

11

### STEP Produce the welcome brochures

Discuss the finalized version with interpreters before ordering translations. Translate the brochure. Order graphic and layout. Print the brochure.

**Tip!** Give away the information material in a bag. It is easier to transport and can be reused, which promotes the visibility of the service.

### RISKS, CHALLENGES

Especially in smaller cities, the number and capacity of good translators might be limited

### MEASURES TO MITIGATE RISKS

Organise translators early enough to avoid delays in translations and excessive pricing.  
Look for cooperation with larger cities in your country and/or build partnerships with municipalities in your neighbourhood.



12

### STEP Set up for the individual coaching

Employees at the immigration office who issue the residence permits should be instructed to inform every client about the possibility of mother-tongue counselling. Provide an information sheet in the different languages that invites the persons to use this service.

Native speaking consultants for the most common languages should be permanently available. For other languages an appointment may be requested. In this case make sure that it is possible that every person can make an appointment, e.g. by using telephone interpretation services to make the appointment.

*Requirements for staff for the individual counselling:*

- Migrants' language native speakers. It was emphasized as an important asset by the interviewees that a native speaker not only speaks the new inhabitant's language but also has a better understanding of the context the person is coming from and therefore his/her questions.
- Experience in counselling on questions that arise after arrival from abroad
- Very good general knowledge of the city's services, facilities, organizations and course offerings as well as the educational system, health system etc.

13

### STEP Create a pool of native speaking experts for the information modules

In a surveyed city with about 50,000 newcomers a year, this pool is made up of 60 experts, or 12 experts per 10,000 newcomers.

*Requirements for trainers in information modules:*

- native or highly fluent speakers of the new inhabitants' languages who have a deeper knowledge of the new inhabitant's country of origin
- Trainers who are experienced in developing and holding information events for a heterogeneous audience
- Expert knowledge in the respective field

**Tip!** Make sure to clearly distribute tasks and responsibilities: which cooperation partner/contractor is responsible for which module, which language etc., who does the planning for lecturers, who takes care of finding a substitute if a lecturer calls in sick etc.

14

### STEP Set up the general information desk

The information desk can be combined with the facilities for individual coaching or located in separated facilities (e.g. individual coaching is offered at the immigration office and the general information desk is in the town hall). The service desk is open to be addressed anytime (not only for a specific appointment upon arrival).

The skills of the staff at the service desk should cover the most common languages spoken, and additional translation services or special appointments should be possible.

In addition to the services in person, provide a telephone hotline. It is recommended that the office

has long opening hours in order to be accessible to persons in different jobs, persons with care responsibilities etc.

**Tip!** It is recommended that an existing translation and interpreting service (offering non-certified translation of public documents and interpreting over the telephone) is set up or located in the premises next to the general information office. This way the service desk users can get assistance with no need for an appointment.

**15 STEP Design and print 'passports' and vouchers**

Make sure that language course providers are informed about the vouchers. Agree on an invoice procedure.

**16 STEP Database**

The establishment of a database on the service users simplifies coordination of services and controls concerning the issuance of the non-transferable vouchers. Consider sharing basic data about the service users between the immigration office and the department responsible for the coaching; it helps to tailor the coaching according to the user's needs (e.g. if the prolongation of a inhabitant permit is going to be conditioned on passing a language test). A person's consent to documenting basic data, such as name, address, citizenship, date of birth, voucher already received or not, is required for receiving the coaching services. While additional data, such as a person's educational level should be optional, it can help in providing advice to the service user that is relevant to his/her needs (e.g. choosing the right level for a language course).

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Data protection legislation restricts transfer of service user data from the immigration office to the city administration	Make use of legal counselling in your city administration or cooperate closely with the legal department. Define what personal information is indispensable to providing the service (e.g. name, date of birth, EU/third country nationality). A person who wants to make use of the coaching will be asked to sign consent forms.
The services or vouchers are used by a person not entitled to it.	Issue the voucher in the name of the person and instruct course providers to ask for an identification card.

→ Set up the infrastructure for the service  
 Daily work

RISKS, CHALLENGES	MEASURES TO MITIGATE RISKS
Difficulties in finding experienced counsellors who are fluent in the required languages	Cooperate with associations and NGOs that already offer counselling and training services to migrants
Difficulties in having access to all of the competencies needed	A directive from the political head of department requesting everyone to participate, from the IT persons, employees at service desks to the accountants. Cooperate with experienced NGOs.



**STEP Kick-off**

Present the coaching service at a press conference or a kick-off event available to the public.

## DAILY WORK

- Offer the individual coaching from the beginning as well as the information modules in a wide range of languages by native speaking personnel. The mother-tongue counselling is the key element of the start coaching service.
- Provide for a balanced offer of group information modules and individual coaching on specific issues. Be flexible and adjust/integrate additional information topics according to the needs expressed by participants.
- Offer a follow-up individual coaching after two years of residence. Questions may arise only after a certain period of residence in the city.
- Make child care available during the information modules and the coaching sessions.
- Prepare handouts for the participants, summarising the most important information and contact addresses.

**Workload**

Two full-time equivalents per 1000 newcomers for the coaching program is a reasonable basis for calculation. It was reported that one full-time position for administration and coordination, with 3 colleagues helping out part time, was found to be a good distribution of resources.

The pool of native speaking lecturers for the group information modules contains about 12 experts per 10,000 newcomers.

**RISKS, CHALLENGES****MEASURES TO MITIGATE RISKS**

Your employees are unable to cope with the large amount of requests

Cooperate with a call centre which can respond to easy questions, make referrals to experts and coordinate appointments. Create a database of knowledge for this call centre on the needs of migrants, FAQs and a checklist

Employees have to deal with difficult requests and situations

Provide for regular supervision for the employees and supervision on demand

You do not know which topics to put into the program

Cooperate with experienced migrant counselling centres and associations

A lecturer gets ill

Conceptualize a back-up system (stand-by of a second trainer for each course)

A lack of resources

Offer more group counselling rather than individual coaching (newcomers share similar needs)

## FOLLOW-UP

Schedule regular working group meetings to talk about the services (two times a year are recommended). Discuss the execution of specific measures, good experiences, challenges, changing circumstances that might require adaptation of activities etc. Build on these meetings to develop a subsequent plan for the next period.

Regularly update the information presented on the website, in the welcome brochure etc.

### RISKS, CHALLENGES

### MEASURES TO MITIGATE RISKS

Participation decreases

Talk to participants and NGOs, associations about possible reasons.  
 Schedule information modules on Saturdays.

Circumstances change and thus information offers become outdated/ inadequate

Schedule regular working group meetings. Discuss questions like: What can be improved? Are there any new issues or needs among the target group? Are there any new immigration patterns (e.g. refugees)? Are there any new developments in the structure of the city's authority?

## TRANSFERABILITY

Offering a program of mother tongue information modules is useful in a city with a certain number of newly arrived migrants sharing a language. This will regularly apply to larger cities. Smaller cities might put more emphasize on the service desk and translation services available when needed.



## KEY FACTORS OF SUCCESS

Key factors for successful implementation as pointed out by the interviewed experts:

- Political will and sufficient budget; the commitment to carry out the actions planned
- A politically agreed integration concept, supported by the mayor, in which a coaching service can be included
- A committed coordinator/coordinating department
- Qualified counsellors speaking the migrants' languages (lower the threshold and assure high acceptance among the target group)
- Participation of migrant communities' representatives in the conceptualization
- Well-balanced working group, with committed members of the partner organisations
- Initial coaching is provided at the time and place a new inhabitant receives his/her residence permit
- Information modules are available on Saturdays and child-care is provided
- Individual modules for specific issues and group modules for common issues
- Regular exchanges among partner organisations and ongoing reflections concerning improvements

## IMPACT AND OUTCOME

The welcome services reduce difficulties for newly arrived migrants in dealing with administrative procedures (for registration, documents etc.). The persons receive accurate information in a language they understand and they therefore have a better knowledge concerning pre-schools, schools and the health system, as well as on housing and the labour market and other topics of personal interest to them. The understanding of the common habits and practices and the usual procedures in the new country of residence are increased.

Further evaluation (whether the service users were able to find a job or apartment faster than others etc.) was reported to be difficult because the service loses contact with clients after the services have been consumed (e.g. a trainer cannot investigate if a participant in a workshop later found a job). This is also because it is difficult to compare the integration process of persons who made use of the coaching with those who did not.

- An important percentage of newly arrived immigrants make use of the coaching.
- Information modules are attended by a large number of people.
- The information desk is well known among migrants. (Survey among communities, associations)
- The service has a good reputation in migrant communities.
- Individuals that made use of the coaching recommend it to friends.
- Service users are satisfied with the counselling they received.
- Service users believe that the counselling actually helped them

## RESOURCES AND EXAMPLES

### **Vienna (AT): Start Coaching**

Start coaching is a service offered by Municipal Department 17 - Integration and Diversity (MA 17) for all new inhabitants of Vienna who receive their first-time permission or a registration for the purpose of family member to stay in Austria for the last two years. Employees of MA 17 who speak your native language or another language you feel comfortable with assist you in finding your way around Vienna. At the start coaching appointment, you will receive your Vienna education booklet. This is a booklet where all the language courses, information events, counselling services, and education and further training programmes that you attend are recorded. The education booklet contains vouchers from the City of Vienna for German Integration Courses worth € 300. It also allows you to attend information events on various useful topics.

<http://www.startwien.at/>

**Zurich (CH): New in Zurich**

The Welcome Desk of the Integration Office provides information and advice for new residents. The staff is specialized in questions, which arise when arriving from abroad. It offers information on residence permits, work, leisure time activities, education, and public daycare centres for children, health care and insurances, German courses etc. The service is free of charge, and no reservation is necessary.

[https://www.stadt-zuerich.ch/prd/de/index/stadtentwicklung/integrationsfoerderung/other\\_languages/en/new\\_in\\_zurich.html](https://www.stadt-zuerich.ch/prd/de/index/stadtentwicklung/integrationsfoerderung/other_languages/en/new_in_zurich.html)

**Madrid (ES) Information Service, Information- and Counselling Office for Integration**

(Englisch, Spanisch)

Information Service on the topic of immigration, for foreigners who live in Madrid, for professionals who work with migrants, and for citizens who are interested in the topics immigration and intercultural issues.

Website: [www.munimadrid.es](http://www.munimadrid.es)

The Information and Guidance Offices for Integration are services that were created to provide foreigners who live in Madrid, especially those who have recently arrived, with general information on Madrid, its society and its resources. This office is also where the necessary formalities to promote social and labour integration are initiated. These offices have long opening hours in which they provide these services, thus affording access to anyone who is interested.

II Madrid Plan on Social and Intercultural Coexistence:

<http://www.madrid.es/UnidadesDescentralizadas/Inmigracion/EspInformativos/MadridConvive/Present/Ficheros/ResumINGLES%20PLAN%20Madrid-WEB-1.pdf>

**Barcelona (ES) Information for New Inhabitants** (Englisch, Spanisch)

<http://www.bcn.cat/novaciudadania/arees/en/acollida/acollida.html>

**Graz (AT): Welcome Box**

The information provided in the Welcome Box and its contents serve the purpose of making things a little easier during the first period of living in Graz and getting familiar with the city. The Welcome Box contains information material and 'goodies' like a city map and a coupon for a city tour. The welcome brochure compiles useful information in 14 thematic chapters. Each chapter lists contact data of the mentioned authorities, institution, authorities etc.

[https://www.graz.at/cms/dokumente/10194103\\_4630915/6febbaa5/Welcome%20Brosch%C3%BCre%20ENGLISH.pdf](https://www.graz.at/cms/dokumente/10194103_4630915/6febbaa5/Welcome%20Brosch%C3%BCre%20ENGLISH.pdf)

