



UPSCALING THE
EUROPEAN PLATFORM
OF INTEGRATING
COMMUNITIES



TOOLKIT

Migrants' participation

in co-designing and implementation
of inclusive integration policies at the
local level

Effective
communication

Community
Mobilization

Public
Consultation

Dialogue &
Participation

Practical tools, strategies and
guidelines for **Local Multi-
Stakeholder Practitioners** to
enhance migrants' integration,
participation, co-create local
inclusive solutions and strategies
tailored to **city-level**.

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Technical references

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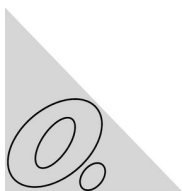
K.I.T. - Kultur im Turm e.V.
(K.I.T.)



Sdruzhenie Yuni Partners
(EUNI)



Kinofelis Dimotiki Epiphirisi Pirea
Koinofelis Dimotiki Epicheirisi
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stadt
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(Oberhausen)



Mimetis SRL Impresa Sociale
(Mimetis)



COMUNE DI BRESCIA
Comune di Brescia
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EPIC-UP in a nutshell

EPIC-UP project aims to improve **migrants' integration and inclusion** at local level in both rural and urban areas, by designing an enhanced model of **multi-actor collaboration**. This methodology fosters partnerships among stakeholders, including migrants and migrants-led organisations, public authorities, and civil society organisations, so that the integration strategies are user-centred and more effective.

The project will:

- Establish **Community of Practices (CoPs)** in six EU countries (Bulgaria, Germany, Greece, Italy, Poland and Spain).
- Identify, map and benchmark good practices in local migrant integration strategies to clearly illustrate the wealth of effective approaches that can shape future interventions.
- Identify specific local needs and barriers to the development of certain integrating services.
- Implement a capacity building programme on how to promote migrants' participation in the design of integration policies.
- Produce policy recommendations to make migration policies and initiatives better future proofed.
- Test, monitor and consolidate six new migrant integration services locally.

EPIC-UP will capitalise on the existing knowledge of the consortium working on migrant integration, and on the know-how generated by the previous EPIC project.

Overall, EPIC-UP will contribute to enhance social cohesion and promote the active participation of migrants in local communities.



The CoP leader partners in each territory are EUNI in **Bulgaria**, KITEV and the municipality of Oberhausen in **Germany**, KMOP and KODEP in **Greece**, ADL Z in **Italy**, **Cepaim** in Spain, and **IMPC** in Poland.

The **EPIC-UP CoPs** are **multi-actor collaboration** environments, bringing together public authorities (PA), Civil Society Organisations (CSOs), migrants' associations, researchers, and other relevant stakeholders, working together to improve their capacity to design, implement, and disseminate effective integration practices at the local level where **end-users (migrants, local authorities) will be at the core of the decision-making process**.

These objectives include:

- **Create positive social change.**
- **Develop and implement innovative solutions.**
- **Test and evaluate solutions.**
- **Define sustainability plans.**

INTRODUCTION & CONTEXT

- 0.1 THIS TOOLKIT IS AIMED AT:
- 0.2 HOW THE TOOLKIT IS ORGANIZED?
- 0.3 KEY POINTS TO KEEP IN MIND

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- 1.1 **Effective communication** with different target groups among the migrant population.
- 1.2 **Community Mobilization Techniques** (how to reach the hard-to-reach within migrant populations).
- 1.3 Methods for **public consultation, participation, and dialogue**.

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- 2.1 **Effective communication**
 - 2.1.1 Core Reflections and Reminders
 - 2.1.2 Tools Box
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▶ INTRODUCTION & CONTEXT

The landscape of migration in Europe is constantly shifting. Migration is not a one-time event, but rather a **dynamic process shaped by political, social, and economic changes**, with local communities and policymakers facing new challenges in integrating migrant populations. As migrant communities grow in diversity and complexity, effective integration strategies are needed to ensure their **participation** in social, economic, and political life. Migrant inclusion is not just about providing services but about creating an environment where migrant voices are heard and respected in decision-making processes.

As migrants' communities become an increasingly important part of local populations, fostering their active inclusion is crucial to creating just, sustainable, and resilient societies. Barriers such as limited access to services, language differences, social exclusion, and discrimination can hinder their ability to participate fully in society. Therefore, it is essential **to approach migrant integration in a way that promotes active involvement, shared decision-making, and effective communication with migrants at every level.**

Local actors' collaboration is crucial for successful migrant integration. It's not something that can be achieved by any single group or organization. Instead, it requires different actors working together with a shared goal of building an inclusive society. Local authorities, civil society, migrant-led associations, and others all play an important role in creating an environment where migrants are not just seen as beneficiaries of services but as active contributors to their communities.

Multi-stakeholder collaboration is crucial for designing effective integration initiatives tailored to local communities.

Based on **EPIC-UP's collaborative, multi-stakeholder approach** demonstrates that integration efforts are most effective when built on partnerships between civil society, local authorities, academia, migrant-led associations, and others.

These insights are applicable to any context where migrant inclusion and social integration are core objectives for local multi-actors at the local level.

THIS TOOLKIT IS AIMED AT:



Rooted in the experience of the EPIC-UP project, we provide practical, actionable tools and methods to promote collaboration among diverse actors, including Local Authorities (LAs), Civil Society Organizations (CSOs), migrant-led associations, Researchers and other stakeholders, in co-create and implement inclusive integration policies for migrant and host communities that can be easily adapted to local contexts, ensuring that integration efforts are both **effective** and **inclusive**. It helps practitioners understand the complex dynamics of migration, offering solutions to the diverse challenges migrant populations face across Europe.

The toolkit is grounded in the principles of **intersectionality**, which means it takes into account gender, age, disability, and other factors that shape the experiences of migrants. This is essential because, in reality, not all migrants face the same barriers. A woman from a refugee background may face different challenges than a young migrant worker or an elderly asylum seeker. This toolkit acknowledges these differences and encourages practitioners to adapt their approaches to suit the unique needs of different migrant groups.

In addition, the toolkit stresses the importance of building inclusive policies. Integration should not leave anyone behind, especially vulnerable and marginalized migrants who often face the harshest obstacles in the integration and participation process. The aim is to ensure that every migrant, no matter their background, has a voice in shaping the policies that affect them.

The toolkit provides a step-by-step approach to addressing **three key pillars** of migrant integration: **Effective Communication**, **Community Mobilization**, and **Public Consultation and Participation**.

- 1. Effective Communication with Different Target Groups Among the Migrant Population:** This pillar focuses on strategies to communicate clearly with diverse migrant groups, taking into account their varied needs, languages, and experiences.
- 2. Community Mobilization Techniques:** This section offers methods for engaging and empowering hard-to-reach migrant groups, ensuring that all migrants can participate in their community's integration process.
- 3. Methods for Public Consultation, Participation, and Dialogue:** This pillar provides tools for ensuring meaningful engagement with migrant communities in policy-making processes, enabling them to influence decisions that affect their lives.

HOW THE TOOLKIT IS ORGANIZED:



The toolkit is structured to provide a clear, step-by-step approach to supporting migrant integration efforts. It is divided into three main sections: **Objectives, Strategy, and Tools**.

In the **1. Objectives section**, the toolkit introduces the core areas of focus for migrant participation in decision-making and policies starting from the local level.

- **1.1 Effective Communication:** This section addresses how to tailor communication strategies to different groups within the migrant population, taking into account factors such as language, gender, and age.
- **1.2 Community Mobilization Techniques:** This part explores how to engage hard-to-reach migrant communities, helping them become active participants in integration processes.
- **1.3 Methods for Public Consultation, Participation, and Dialogue:** Here, the toolkit covers techniques for ensuring that migrant communities can engage in decision-making and have a voice in the policies that affect them.

The **2. Strategy section** builds on the objectives, providing more detailed guidance on how to approach each of the three pillars. Each pillar includes:

- **Core Reflections and Reminders**, which help practitioners assess their strategies and adapt them according to local contexts.
- **Tools Box**, offering practical strategies and methods designed to implement the key objectives, helping to address the unique challenges of communication, mobilization, and consultation with migrant populations.

Finally, the **3. Tools section** provides specific, actionable detailed tools to put the strategies into practice. For each pillar—Effective Communication, Community Mobilization, and Public Consultation and Dialogue—there are practical tools that practitioners can apply directly to their work. These tools help ensure that migrant communities are actively included in the integration process and have a real impact on the policies affecting them.

Overall, the toolkit is structured to be adaptable, allowing practitioners to tailor the strategies and tools to their local contexts. While based on the experience of the EPIC-UP project, **the toolkit is designed for use by any multi-actor initiative aiming to improve migrant integration and ensure inclusivity.**

KEY POINTS TO KEEP IN MIND

The following is a list of important things to keep in mind while conducting your analysis, in order to avoid some of the most common pitfalls when effectively communicating into with diverse groups:

- **Make your communication always gender-sensitive:** 'Women' and 'men' are not homogeneous groups. People's experience varies greatly according to other aspects of their identities, such as age, marital status, class, caste, race, ethnicity, sexual orientation, (dis)ability and so on. (check EPIC-UP D1.1 Quality assurance, ethics, gender, data and risk management guidelines)
- **Examine your own assumptions:** This means trying to set aside stereotypes, 'women' may be perpetrators of violence, and 'men' may be victims and survivors. Many people are both at the same time.
- **Look beyond the obvious sources:** There are often 'go-to' NGOs, academics, think tanks or publications which people frequently consult. Are there others who could give you a different perspective? For example, specific norm of the country/region connected to religion or gender aspect.
- **Remember: things change:** Cultures, traditions, and social norms are not static - they evolve over time. While cultural and gender norms might seem deeply rooted, they can shift gradually or rapidly depending on circumstances. Keep this in mind when communicating with migrant communities, as their experiences and perspectives may differ widely and evolve over time. Being open and adaptable is key to effective communication.
- **Everyone brings their own story and perspective to interactions, including you:** Reflect on how your background, values, and assumptions might shape the way you communicate and engage. By being aware of your own lens, you can foster more authentic, empathetic, and inclusive connections with migrant communities.
- **Recognize and Address Power Imbalances:** Be aware of how your position or institutional role may influence the way people engage with you or feel heard. In participatory processes, ensure that there is a balance of power and that those most affected by policies or decisions have the opportunity to lead and make meaningful contributions.
- **Acknowledge and Address Biases:** Be aware of unconscious biases that may affect your perceptions and actions. Engage in continuous self-examination to challenge stereotypes and assumptions, fostering more equitable interactions.
- **Be Mindful of Trauma and Mental Health:** Many migrants may have experienced trauma, displacement, or marginalization. Approach engagement with sensitivity and awareness of these challenges. Offer support and create a safe space for migrant communities to share their experiences without fear of judgment.

▶ 1. OBJECTIVES

1.1 Effective communication with different target groups among the migrant population

EPIC-UP project addresses crucial principles for effective integration that **include placing end users at the heart of the design process**. Migrants are not a homogenous group. The European Institute for Gender Equality (EIGE), for instance, emphasises that gender, age, socioeconomic status, and migration status are just a few of the overlapping factors that contribute to intersectional discrimination among migrant populations. Therefore, to ensure that all local actors and the Community of Practices (CoPs) are placing the end users as co-owners in the process, we need to address intersectional inequalities and design effective communication processes and channels that balance power dynamics for equal participation and sustainable integration.

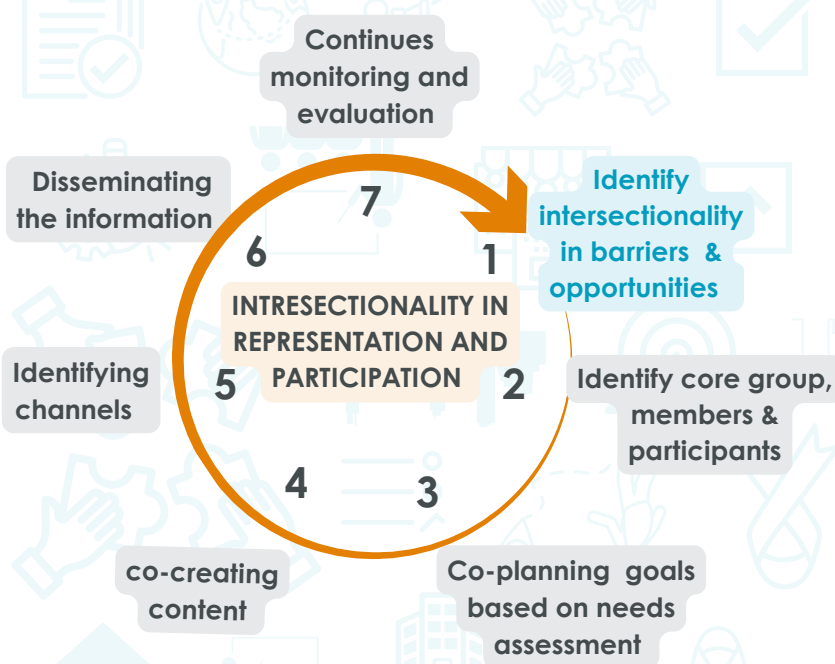
AIM

Emphasizing **intersectionality** in migration and integration through through an **effective communication strategy** based on gender mainstreaming and transformative, intersectional, intercultural, and human rights-based approaches.

Moving from ineffective to effective communication

OUTCOMES

- Exchange tools to **define clear objectives based on an intersectional needs assessment**, tailored to diverse target groups.
- Building and **communicating powerful messages** that resonate with different segments of the migrant population.
- **Monitoring and Evaluating communication strategies**, ensuring long-term effectiveness and engagement.



EPIC-UP Effective Communication Strategy

EPIC-UP Effective Communication Strategy

provides co-framework for building intersectional inclusive and impactful communication tailored to migrant communities.

It begins with understanding diverse perspectives, addressing inequalities, and identifying key stakeholders.

Practitioners are then guided through assessing needs, setting shared goals, and designing messages that are inclusive, intersectional, and culturally sensitive.

The strategy emphasizes selecting appropriate communication channels, sharing information effectively, and using feedback to continuously improve and expand efforts. This ensures that communication remains relevant, inclusive, and supportive of migrant communities' unique needs.

1.2 Community Mobilization Techniques (how to reach the hard-to-reach within migrant populations).

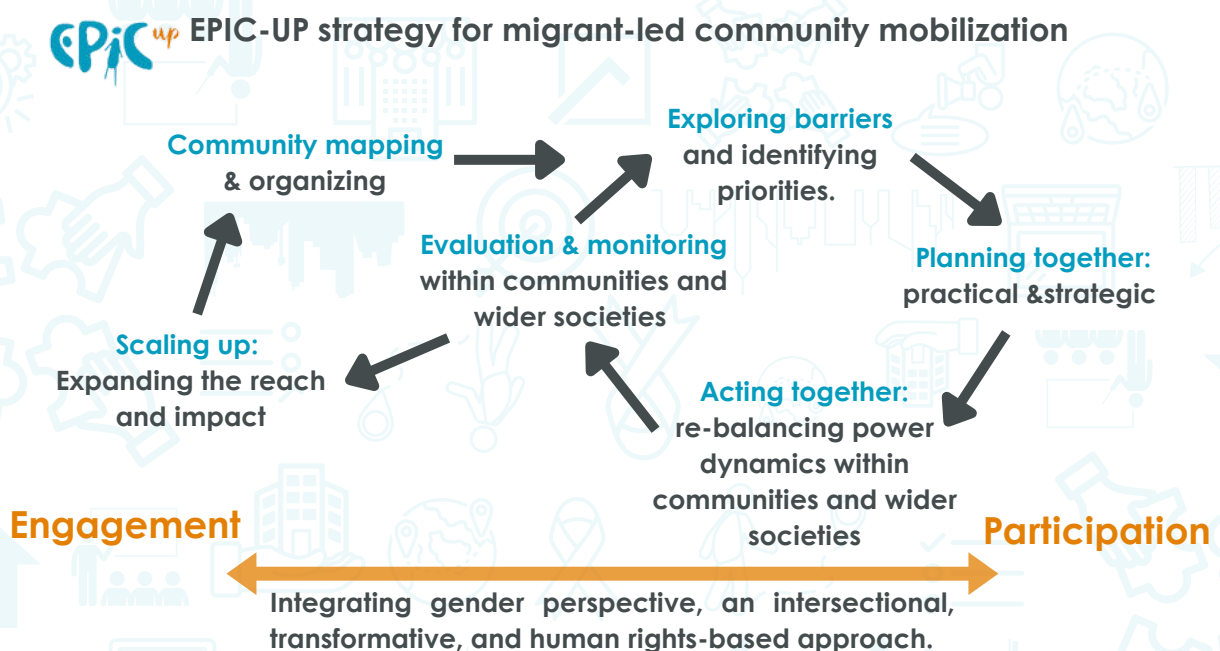
Community mobilization aims to move collectively from being unaware of societal problems to being advocates for solutions, leveraging resources, and creating allies along the way. There are several stages to mobilization, including initial preparation, exploring issues, setting priorities, organising the community for action, planning, acting, evaluating together, and scaling up. According to the "MigrantVoicesHeard" project, millions of people with migrant backgrounds living in the EU do not have the right to vote. Also, informal ways of political participation are exclusive and discriminatory. Perceiving migrants as helpless victims increases prejudices that hinder integration. Meanwhile, self-organising and engaging with different stakeholders remains a need for capacity building to enhance migrant-led practices for integration.

AIM

Creativity helps reach hard-to-reach groups and individuals through empowerment, co-creating **safe spaces**, facilitating dialogue, and building solidarity in forms of local actions. Through creative techniques, whether online or offline, we can ensure that community mobilization is based on **intersectional, human rights-based, transformative, gender-sensitive, and intercultural** approaches.

OUTCOMES

- **They are hard-to-reach or we are hard-to-reach?** Strategies for engaging marginalized groups within migrant communities, utilizing creative and unconventional methods like arts and storytelling.
- A clear understanding of **community mobilization principles**, emphasizing the leadership role of migrant communities in integration processes.
- Practical approaches for **breaking barriers and fostering connections** through artistic and innovative tools.
- Techniques for selecting the most effective strategy—**advocacy, lobbying, or campaigning**—tailored to specific community mobilization objectives.



1.3 Methods for public consultation, participation, and dialogue.

In EPIC-UP, we embrace the principle that **migration is a normal and ongoing phenomenon** and that migrants are integral citizens of the communities they inhabit. Grounded in this belief, this part delves into the foundational **concepts of participatory democracy and social accountability**, emphasizing how civil participation fosters inclusive decision-making processes.

Participatory democracy underscores the significance of diverse voices shaping policy, ensuring **representation, accountability, and fairness**. Building on the Council of Europe's Code of Good Practice for Civil Participation, the project partners examines structured, inclusive approaches that empower migrant communities to engage in public discourse and influence policies affecting their lives.

AIM

Inclusive dialogue in multi-stakeholder participation is essential pillar of democratic policy-making. Migrant communities bring invaluable perspectives and experiences that enrich social, economic, and political life. Through structured engagement and participatory tools, **EPIC-UP advocates for a collaborative approach that centers migrant voices, challenges inequalities, and strengthens the collective effort to build cohesive and inclusive societies.**

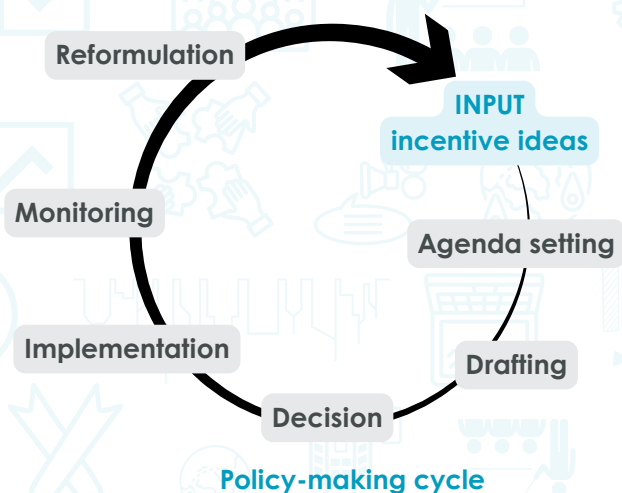
OUTCOMES

- What is **meaningful engagement and principles of participation** that support inclusive dialogue.
- Understand the **phases of policy-making** and the diverse ways individuals and communities can influence decision-making.
- Identify **key actors involved in civil participation** and explore who should engage in these processes to ensure broad representation and impact.
- Apply participatory tools to real-world examples, including experiences related to migrant integration.

Across all the steps of the policy-making cycle, participation of citizens shall be granted.

Participation is a cross-cutting process!

Different levels of participation, in terms of intensity, can be identified.



4 LEVELS OF PARTICIPATION



2. STRATEGY

2.1 Effective communication with different target groups among the migrant population

2.1.1 Core Reflections and Reminders

INTERSECTIONALITY

Is a framework that acknowledges how various aspects of a person's identity - such as **gender, age, race, ethnicity, religion, class, sexual orientation, and (dis)ability** - interact and intersect to shape their experiences, opportunities, and challenges. This concept recognizes that **these identity markers do not exist in isolation but are interconnected and influenced by systems of power, privilege, and oppression.**

In the context of migration, intersectionality helps us understand that individuals within migrant communities experience unique challenges based on the overlapping influences of their identities. For instance, a migrant woman with a disability may face different barriers to integration than a young male refugee, and these experiences are shaped by the ways in which societal structures and attitudes interact with their identities.

Effective communication begins with understanding these unique perspectives. By tailoring messages and approaches to reflect the diverse realities of migrants, local actors can foster trust and inclusivity. This approach doesn't just improve communication but also encourages meaningful participation, ensuring that everyone feels seen, heard, and included in building stronger, more connected communities.

REFLECTING ON EFFECTIVE COMMUNICATION IN MULTI-ACTOR APPROACH

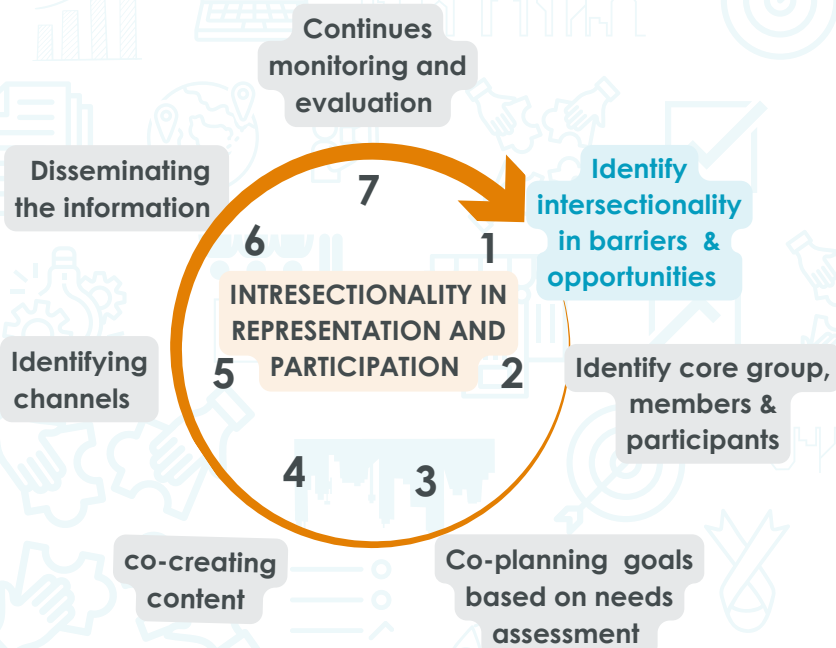
EPIC-UP partners, through their multi-stakeholder approach, have identified key reflections in the process of creating CoPs and engaging local actors.

The tools provided in this section (1.1 Effective Communication, Principles and Strategy) are designed based on the experiences of EPIC-UP partners working closely with local communities, by adopting these principles and following the EPIC-UP effective communication strategy stages ([look at page 09](#)).

Here are the key questions and challenges that EPIC-UP Effective Communication Strategy can help answer and address:

- From the migrant populations, who should be involved in the CoP to design better communication for local integration strategies? In which way will you reach out to them? What are their backgrounds, and in which circles and categories in the CoP will they be?
- How would you ensure that your decision is based on intersectionality and transformation?
- What kind of power dynamics may block effective communication inside and between categories and groups? How would you mitigate the risk?
- What will be the role of representatives coming from a diverse migrant population in communication?
- What kind of monitoring and evaluation indicators and mechanisms will you incorporate to scale up the impact of communication's content and channels, and why?

EPIC-UP Effective Communication Strategy



0. Identify our positionality (Core team)
1. **Acknowledging intersectionality and inequalities** within migration
2. Mapping partners that represent the audience. (**mapping stakeholders**)
3. Co-creating **needs assessment and consultations** & Co-setting goals
4. **Co-creating content** based on a transformative, intersectional, intercultural, and human rights-based approach.
5. Choosing and **co-creating channels**
6. **Disseminating** information
7. Intersectional monitoring and evaluation for exploitation and **scaling up**.

Before we dive into the tools, it's important to first establish the **key community communication principles** behind EPIC-UP's approach. We believe that applying these principles early on and throughout your communication methods will greatly enhance and support the **successful implementation of the EPIC-UP communication strategy**.


1. **Intersectionality:** Recognize that migrants come from diverse backgrounds (e.g., cultural, ethnic, gender, socio-economic), and these factors shape their experiences and perspectives.
2. **Cultural Sensitivity:** Be mindful of cultural differences and barriers to communication. Respecting these differences helps ensure everyone's voice is heard.
3. **Equal Participation:** Create opportunities for everyone to contribute and be heard, regardless of their background. This promotes mutual respect and understanding.
4. **Human Rights-Based Group Agreements:** Establish communication rules based on human rights principles, ensuring dignity, safety, and respect for all participants.
5. **Continuous Feedback:** Provide ways for participants to share feedback anonymously and openly, ensuring that concerns are addressed without fear of retribution.
6. **Co-Creation:** Involve migrant communities in developing content, terminology, and communication tools to ensure they reflect their needs and perspectives.
7. **Setting Indicators:** Develop both qualitative and quantitative indicators to evaluate the effectiveness of communication and adjust strategies based on the diverse experiences of the group.
8. **Continuous Planning:** Plan and scale activities with clear details, ensuring that all stages of the communication strategy are inclusive and mindful of the diverse needs of the migrant population.

2.1.2 Tools Box

ENCODING & DECODING 

Group building activity: Encoding & decoding is a perfect exercise as **ice-breaker**, build the team of learners, and give an interactive introduction on what effective communication is through encoding and decoding of logos.

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION




10 to 20 min




Logos of different organisations working in migration & integration

All members at the CoPs
3+ participantsASSESS YOUR COMMUNICATION STRATEGY - IS IT EFFECTIVE? 

Information exchange session: This session is mainly to **assess your internal communication strategy** with your local actors and end users. Applying EPIC-UP communication principles with this assessment tool will support you follow the steps of Effective Communication Strategy stages.

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION




20 to 60 min



Presentation of steps & stages in the strategy. Stakeholder mapping tool & a set of reflective questions for discussions.

Core team at the CoPs
3+ participantsGUIDELINES: SETTING COMMUNICATION BETWEEN OR IN GROUPS 

Information session: This information session is meant for **trainers to explore and exchange tools to build inclusive spaces** based on an intersectional approach in migration and integration.

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION




20 to 40 min



A set of guidelines and tools to create an inclusive space for communication based on intersectionality.

Trainers at the CoPs
3+ participants

MOVING FROM INEFFECTIVE TO EFFECTIVE COMMUNICATION

Stimulative exercise: This stimulative exercise invites the participants to reflect on communication strategies where people from migrant backgrounds are passive receivers of information. Upon this reflection, the exercise guides the team of learners through **brainstorming to establish tools that move recipients of communication messages from being passive receivers to being co-owners and co-creators** of communication channels and contents before applying EPIC-UP Effective communication strategy.



10 to 30 min



A presentation of forms and examples of ineffective and effective communication.



All members at CoPs
3+ participants

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION



COMMUNICATION BASED ON THE INTERCULTURAL SENSITIVITY SCALE

Stimulation exercise: This stimulation exercise creates a reflective space for trainers to **reflect on intercultural barriers to communication** within the groups they work with. It also aims to exchange concrete tools to enhance intercultural sensitivity between groups.



20 to 30 min



Presentation of intercultural sensitivity scale. Stimulative questions to create tools to enhance intercultural communication.



All members at CoPs, 3+ participants

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION



TRANSFORMATIVE APPROACHES IN MESSAGE FORMULATION AND COMMUNICATION.

Stimulation exercise: This stimulation exercise provides a case study for the participants to **analyse communication messages Mainstreaming** intersectional, intercultural, human rights-based and through the EPIC-UP ethical principles.



20 to 40 min



Case study with a written message for people with migrant backgrounds. Questions developed based on the EPIC-ethical principles.



Trainers at the CoPs
3+ participants

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION



UNPACKING EFFECTIVENESS IN VISUAL COMMUNICATION

Stimulation exercise: The exercise provides a case study for participants to create **criteria for visuals that are gender sensitive and intersectional** according to the EPIC-UP quality and ethical guidelines.

**DETAILED STEPS
IMPLEMENTATION AND
REFLECTION**



10 to 30 min



A visual that presents malpractice in visual communication. A checklist based on the EPIC-UP ethical guidelines.



All members at the CoPs
3+ participants

MONITORING AND EVALUATION AS PART OF EFFECTIVE COMMUNICATION

Stimulation Exercise: Using a case study and reflecting on **EPIC-up's Dissemination, Exploitation, Communication, and Outreach (DECO) strategy**, participants will develop practical skills to create monitoring and evaluation indicators and channels. The focus is on designing effective communication approaches that incorporate intersectionality in migration and integration.

**DETAILED STEPS
IMPLEMENTATION AND
REFLECTION**



20 to 60 min



EPIC-UP DECO strategy:
Table 2 Target groups
analysis and messages.
Annex 1 & Annex 2.



Anybody,
3+ participants

2.2 Community Mobilization Techniques

(how to reach the hard-to-reach within migrant populations), including creative and unconventional means (i.e. artistic tools and contexts)

2.2.1 Core Reflections and Reminders

THEY ARE HARD TO REACH OR WE ARE HARD TO REACH?

Reaching 'hard-to-reach' groups is an essential part of helping them integrate into their new communities. Many migrants face extra challenges due to factors like gender, disability, age, or cultural differences, which can prevent them from getting the support and opportunities they need. It's important to create innovative ways to connect with these groups and make sure they are included in the integration process.

One effective way to reach these hard-to-reach groups is through creative methods like **art**, **theater**, and **storytelling**. These methods allow people to express themselves in a way that feels comfortable and can break down barriers that traditional communication methods might not. Creative tools help people talk about their experiences, share their feelings, and connect with others, especially those who may struggle to communicate in other ways.

In the EPIC-UP project, we focus on putting migrant communities at the center of their own integration. Using **creative tools helps create safe and welcoming inclusive spaces** where everyone can share their thoughts and experiences, even if they face challenges like language barriers or social exclusion. These tools help bring people together, build trust, and encourage them to participate in the conversation about integration.

REFLECTING ON COMMUNITY MOBILIZATION IN MULTI-ACTOR APPROACH

Emphasizing collective action to address the complex challenges faced by migrant communities, EPIC-UP approach aligns with the project's goals of fostering inclusivity, intersectionality, and effective communication, as well as the section objectives of empowering local actors and building capacity for sustainable integration.

Here are the **key questions and challenges** raised by EPIC-UP partners during their reflections. This section outlines tools and strategies aligned with the Effective Communication strategy, along with the questions developed by EPIC-UP for multi-actor collaboration:

- What are the goals you will mobilize the community for and why?
- What kind of leadership will the community mobilization have, and why?
- How to ensure that people with migrant backgrounds and intersecting identities are not exposed to further exploitation during community mobilization?
- How to ensure that people are not pressured to take leading positions just because they are from migrant backgrounds?
- What kind of activities do you make to ensure that the leadership includes individuals and groups facing intersectional forms of marginalisation?
- What kind of risks might occur during the mobilisation, and how would you mitigate it?
- How, when, and who will collect the feedback, and how?
- What are the creative strategies to scale up and enlarge the impact?
- How can you ensure that the mobilization is community-based and that the community will maintain it after the end of the short-term goal or financed project?

2.2.2 Tools Box

ICEBREAKER: OPEN-ENDED QUESTIONS AND STORY ESCALATION 

Icebreaker: this exercise sparks creativity and curiosity by inviting participants to explore an **abstract visual and answer an open-ended question** about what they see. It's an engaging way to showcase how powerful questions can drive connection and inspire community mobilization.

[DETAILED STEPS
IMPLEMENTATION AND
REFLECTION](#) 



10 to 25 min



An abstract visual and a set of questions to stimulate storytelling.



All members at the CoPs
3+ participants

STRATEGY FOR MIGRANT-LED COMMUNITY MOBILIZATION IN THE COPS 

Information Session: Peer-to-Peer Learning for Migrant-Led Community Mobilization. This session focuses on sharing **strategies for community mobilization led by migrants**. Participants will explore an initial framework, exchange ideas, and reflect together to learn from each other's experiences.

[DETAILED STEPS
IMPLEMENTATION AND
REFLECTION](#) 



20 to 40 min



Presentation of a strategy of migrant-led community mobilisation.

A set of questions for critical learning, EPIC-UP mapping stakeholder tools.



Trainers, core team and core group at the CoPs.
3+ participants

IDENTIFYING AND PLANNING IN COMMUNITY MOBILIZATION 

Stimulation Exercise: Mobilisation by breaking barriers to integration. Through interactive **discussions and an online quiz**, participants explore key barriers to migrant-led mobilisation and share strategies to reach even the most marginalised migrant groups.

[DETAILED STEPS
IMPLEMENTATION AND
REFLECTION](#) 



15 to 30 min



Presentation of five integration barriers.

Interactive online quiz.

Key questions to develop community mobilization strategies



Trainers at the CoPs
3+ participants

CAMPAIGNING, LOBBYING, OR ADVOCACY, HOW AND WHY?

Stimulation Exercise: Understanding **Campaigning, Advocacy, and Lobbying.** Using a case study, participants explore the differences between campaigning, advocacy, and lobbying, learning **when and how to apply each approach for effective migrant-led mobilization** in migration and integration contexts.



10 to 25 min



- Case Study
- Set of questions



Trainers 3+ participants

**DETAILED STEPS
IMPLEMENTATION AND
REFLECTION**



2.3 Public Consultation, Participation, and Dialogue

2.3.1 Core Reflections and Reminders

CIVIL PARTICIPATION IN DECISION-MAKING PROCESS

Participation of citizens is at the very heart of the idea of democracy. Effective democracy depends on citizens having a say and being heard. **Participatory democracy** is based on the right to seek to determine or influence the exercise of the public authority's powers and responsibilities. It contributes to representative and direct democracy.

EPIC-UP partners were introduced to the **Code of Good Practice for Civil Participation in the Decision-Making** Process by ALDA (the European Association for Local Democracy). This Code, issued by the Council of Europe, outlines **seven key principles for effective participation**. The EPIC-UP project encourages the use of these principles to assess and guide any integration initiative for migrants in policy making (like any policy labs and consultations), supporting a multi-actor approach in the process:

OPENNESS - TRUST - INDEPENDENCE - PARTICIPATION - TRANSPARENCY - ACCESSIBILITY - NON-DISCRIMINATION - INCLUSIVENESS - ACCOUNTABILITY.

By aligning these principles with the context of migration, we aim to ensure that migrants have a voice in the decisions that affect their lives, fostering stronger, more cohesive societies

REFLECTING ON COMMUNITY MOBILIZATION IN MULTI-ACTOR APPROACH

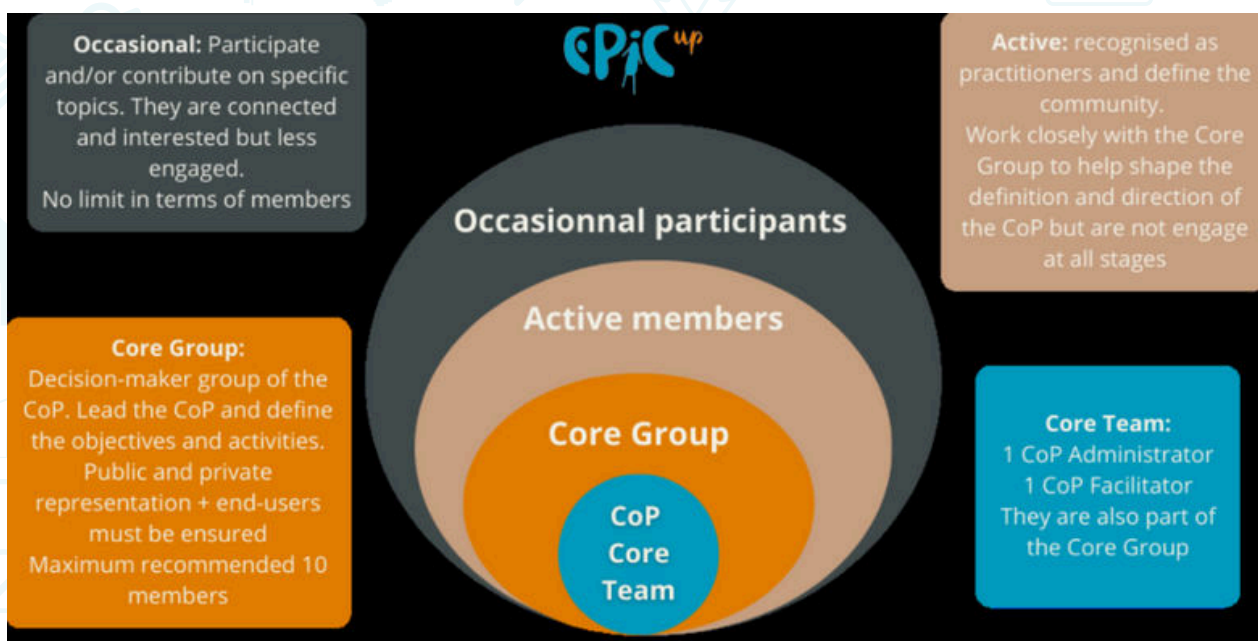
EPIC-UP recognizes the importance of **public consultation, active participation, and open dialogue** in shaping policies that affect migrant communities. These principles lie at the heart of effective governance and the integration process, ensuring that migrants are not only recipients of policies but also key contributors to decision-making. EPIC-UP aligns its objectives with the goal of empowering migrant communities and enhancing their civil participation in the policy-making process.

In this section, we reflect on the key questions and challenges raised by EPIC-UP partners during their discussions about public consultation, participation, and civil dialogue. These insights are designed to guide local actors and practitioners in creating meaningful and effective channels for migrant communities to engage in decision-making processes that impact their integration.

Key Questions for reflection in Public Consultation and Participation:

- Why we need civil participation?
- At which stages of the policy cycle should migrants be involved, and how can their participation be ensured throughout the process?
- How can we ensure that migrants with intersecting identities (e.g., gender, ethnicity, disability) are not excluded or further marginalized during public consultations and decision-making?

- How can we avoid putting pressure on migrant individuals to take leadership roles in consultations solely because of their migrant background, ensuring that leadership is based on competence and readiness?
- What activities can be implemented to ensure that leadership in migration initiatives reflects the diverse and intersectional realities of migrant communities?
- What risks should be considered in public consultations and participation efforts, and how can these risks be mitigated to ensure safe and inclusive spaces for all participants?
- How will feedback from migrant communities be collected, and who should be responsible for gathering and addressing it to ensure it informs future decision-making?
- What creative strategies can be used to encourage wider engagement and participation from migrant communities in public consultations, ensuring that their voices are heard in policy discussions?
- How can we ensure that the participation of migrant communities remains sustained and meaningful even after the completion of short-term goals or funded projects?



Participation is a cross-cutting process!

Different levels of participation, in terms of intensity, can be identified. Here's **EPIC-UP Community of Practice (CoPs) levels of participation and decision-making:**

- **Core team (CT):** Within the CT we find two key roles: the CoP administrator, in charge of the management and monitoring of the CoP, and the CoP facilitator, in charge of encouraging participation, and guiding discussions.
- **Core group (CG):** members who form the governing and executive body responsible for and fully invested in developing the CoP. It is essential that actors from different public and private organisations as well as end-users.
- **Active members:** members who are recognised as practitioners. They engage regularly, ideally from the beginning.
- **Occasional members:** members who are connected and interested but less engaged. They only participate when the topic is of special interest, when they have something specific to contribute, or when they are involved in specific activity.

2.3.2 Tools Box

ASSESS YOUR LOCAL INITIATIVE AGAINST PARTICIPATION PRINCIPLES

Information and assessment: assessing your **local civil participation initiatives by reflecting key principles**. Participants will share experiences of civic engagement initiatives, such as surveys, public meetings, or petitions, and discuss their effectiveness.

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION



30 to 50 min



Key principles of civil participation.
Policy cycle steps.
The 4 levels of participation.



All members at the CoPs
3+ participants

OPEN SPACE TECHNOLOGY (OST)

Dialogue and information exchange: It is a practice of dialogue (collective search of solutions for complex topics) which allows to:

- tackle a large number of the most important /difficult issues facing a large group of people.
- achieve shared ownership of not only the outcomes but also the process and the event itself.

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION



30 to 60 min (even more depends on the context)



Guided practice of the Open Space Technology as participation driven tool.



Trainers, core team and everyone (large groups)

WORLD CAFE'

Dialogue: Group possess an intrinsic ability and insights to **address issues of decision-making or planning effectively**, and that natural conversation is one of the best options for eliciting such dialogue.

DETAILED STEPS
IMPLEMENTATION AND
REFLECTION



30 to 50 min



Presentation.
Interactive online quiz and feedback survey.
Coffee :).



Trainers + everyone (8-10 per table)

FOCUS GROUPS

Research method: consisting in a group - interview technique, employed in several fields like psychology, political research, marketing, sociology. It is used as a **qualitative approach** to obtain information about people's attitudes and opinions about a particular topic.

**DETAILED STEPS
IMPLEMENTATION AND
REFLECTION**



10 to 25 min



- Case Study
- Set of questions



Trainer + everyone (6 - 12) participants

3. TOOLS

3.1 Effective communication with different target groups among the migrant population



3.1.1 ENCODING & DECODING

A key aspect of this communication process is **understanding how messages are created, transmitted,** and interpreted. The concepts of encoding and decoding are essential for effective communication, especially when engaging with diverse migrant populations. By understanding these processes, individuals and organizations can overcome common barriers such as language differences, cultural gaps, and diverse levels of understanding.

What is Encoding?

Encoding is the process of creating a message. It's how the sender puts their thoughts, ideas, or feelings into words, gestures, or other forms of communication. In the context of working with migrants, encoding means using simple, clear language and considering cultural differences to ensure the message is understood.

What is Decoding?

Decoding is the process of interpreting the message by the receiver. The way a migrant or any other receiver understands a message depends on their background, experiences, and culture. Therefore, how a message is decoded can vary, and it's important to make sure the message is easy to understand.

Before Implementation:

Prepare a **set of logos** of organisations working on migration and integration in the context of the participants.

Steps during implementation:

- Ask the participants to have a look and observe the logos.
- Ask the participants to think of personal and professional expectations from the session on effective communication with different groups within migrant populations.
- Ask the participants to choose a logo that represents their expectations.
- Facilitate a round of sharing and exchanging. Encourage the participants to share about the reasons they choose the logo and how it relates to their expectations.

Reflection and debriefing:

Reflection and debriefing play an important role in experiential learning.

This icebreaker aims to give an introduction to effective communication through encoding and decoding. First, start **encouraging the participants to reflect on their feelings** during the process. Afterwards, ask the participants to think about how this exercise might relate to effective communication. Conclude with **identifying what encoding and decoding** are and how incorporating the feedback from the decoding process can ensure that communication content and channels are representative and inclusive of the diverse and intersectional needs in migrant populations.

3.1.2 ASSESS YOUR COMMUNICATION STRATEGY - IS IT EFFECTIVE?



This tool helps **evaluate and refine your internal communication strategy** by aligning it with EPIC-UP principles, ensuring collaboration with local stakeholders, and transitioning from passive to active communication approaches.

Get familiar with:

1. Identify Local Stakeholders: Map key organizations and actors in your field working at the local level. (use your internal strategy and tools of local stakeholders mapping or check EPIC-UP CoPs stakeholder mapping).
2. Align with EPIC-UP Principles: Ensure your strategy emphasizes participation, inclusivity, and empowerment. (see [EPIC-UP Effective Communication Principles](#)).
3. Test and Gather Feedback: Share your communication approach with stakeholders and end users to refine and prepare for a cross-cutting strategy. (scale-up your internal strategy before applying EPIC-UP Effective Communication Strategy).

Before Implementation:

Prepare a presentation and examples of forms of your communication/advocacy past works and make the theme around how to enhance them and gather feedback moving from ineffective to effective communication.

Steps during implementation:

- Present briefly the examples of ineffective and effective communication.
- Ask the participants to think of and recall examples where migrants are passive recipients of information.
- Facilitate a round of sharing.
- Encourage the participants to share the reasons why they classify a certain example as passive receiving of information.
- Ask the participants to give examples of communication where migrants are taking action, consulted or empowered as co-owners of communication content and channels.
- Facilitate a round of sharing and encourage the participants to explain the criteria they relied on to classify these examples.

Reflection and debriefing:

- What resonated with you from the shared examples and why?
- How do these examples make you feel and why?
- How these examples could be related to your upcoming community of practice?
- What are the things that you can change to make your communication content and channels effective?

3.1.3 GUIDELINES: SETTING COMMUNICATION BETWEEN OR IN GROUPS



This tool is designed to help trainers address inequalities, create safe spaces for dialogue, and enhance communication practices in migration and integration contexts. Here's some aspects you have to reflect and think about it with your team and yourself to facilitate more clear view of creating safe and inclusive platforms for exchange.

Understanding the Group

- Determine the diverse backgrounds of participants.
- Identify intersectional barriers to communication.
- Recognize whose voices are least heard and why.

Communication During Group Discussion

- Facilitate exchanges of contributions, expectations, and challenges.
- Set a group agreement based on human rights approaches.
- Establish an anonymous feedback channel.

Co-creation and Monitoring

- Co-create a dictionary of migration and integration terminologies. (check EPIC-UP glossary)
- Develop content and tools for communication from prior exchanges.
- Establish qualitative and quantitative indicators for monitoring and evaluation.
- Plan activities with clear "what, where, when, and how" details for scaling up and evaluation.

Before implementation:

- Prepare a set of guidelines on how to build a safe and open space for dialogue that considers inequalities within migrant communities to be shared and discussed with other local actors.

Steps during implementation:

- Ask the participants to identify the main steps that they undertake when facilitating focus groups or group discussions.
- Ask them to identify any intersectional barriers to communication where some members of the group would be left behind due to intersecting identities such as age, gender, education, disability and more factors.
- Present the guidelines you prepared.
- Facilitate a round for sharing what resonated from these guidelines. What the participants may use or modify in their upcoming work as trainers in the EPIC-UP project.

Reflection and debriefing:

- Which parts of the guidelines resonated most with you and why?
- How effective do you think the guidelines will be in creating inclusive spaces?
- What modifications do you suggest for the guidelines to better suit your future work?
- How do you plan to implement these guidelines in your upcoming sessions?
- What did you learn about facilitating inclusive group discussions?
- How will this experience influence your approach to future training sessions on migration and integration?

3.1.4 MOVING FROM INEFFECTIVE TO EFFECTIVE COMMUNICATION

Before Implementation:

Get yourself familiarised with the **EPIC-UP stakeholder mapping tools** for the Community of Practises.

Steps during implementation:

- Present the strategy for effective communication (below) with stages and steps.
- Present the diagram of stakeholder mapping (EPIC-UP CoPs stakeholder mapping).
- Ask the participants to identify the positionality and identity(ies) of different stakeholders from the migrant population, where they would be involved, how, and why.
- Facilitate a round of sharing and exchanging. Encourage the participants to identify potential partners in communication from migrant populations while identifying the intersectionality of identities. Ensure avoiding presenting migrants as a homogenous group of people.

Reflection and debriefing:

Reflection and debriefing play an important role in experiential learning.

First set of questions:

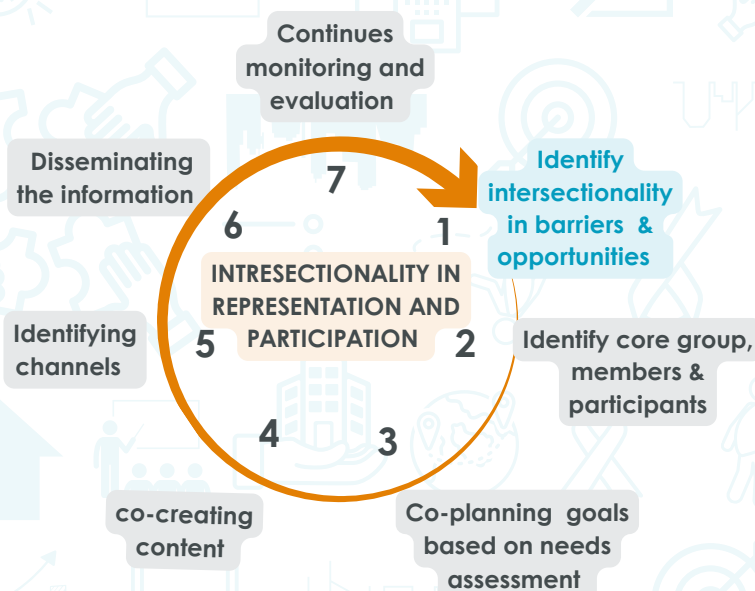
- How did you feel during the process and why?
- What resonates with you and why?

Second set of questions:

Thinking of the diagram of stakeholder mapping in the EPIC UP CoPs:

- What kind of power dynamics may harm communication in and between categories?
- Reflecting on the strategy and steps of effective communication what kind of strategy and tools would you take to overcome these blockages?

After completing this practice aligning also with EPIC-UP effective communication principles, **you can review your current initiative with the same group.** This will help you organize your efforts, measure your progress, and understand what stage you are at in achieving effective communication.



0. Identify our positionality (Core team)
1. **Acknowledging intersectionality and inequalities** within migration
2. Mapping partners that represent the audience. (**mapping stakeholders**)
3. Co-creating **needs assessment and consultations** & Co-setting goals
4. **Co-creating content** based on a transformative, intersectional, intercultural, and human rights-based approach.
5. Choosing and **co-creating channels**
6. **Disseminating** information
7. Intersectional monitoring and evaluation for exploitation and **scaling up**.

3.1.5 COMMUNICATION BASED ON THE INTERCULTURAL SENSITIVITY SCALE

The **Intercultural Sensitivity Scale (ISS)** is a framework used to assess an individual's or group's ability to recognize, understand, and navigate cultural differences effectively. The scale measures how people move through six stages of sensitivity, from being unaware of cultural differences to integrating diverse perspectives into their interactions and communication.

By incorporating EPIC-UP's intersectional approach, this tool ensures that intercultural communication accounts for diverse identities and lived experiences, such as gender, age, education, and more.

The Intercultural Sensitivity Scale (ISS), developed by Milton Bennett, outlines six stages of cultural development: **Denial**, where individuals are unaware of cultural differences; **Defense**, where differences are recognized but seen as threatening; **Minimization**, where differences are acknowledged but downplayed in favor of similarities; **Acceptance**, where individuals begin to recognize deeper cultural nuances; **Adaptation**, where people adjust their behaviors to interact effectively across cultures; and **Integration**, where individuals can fluidly navigate and communicate across multiple cultural contexts. Familiarity with these stages helps assess and enhance intercultural competence.

Trainer's Questionnaire to Evaluate Learners' Intercultural Sensitivity

1. Cultural Awareness

- How would you assess the group's awareness of cultural differences, particularly regarding gender roles and equality?
- What examples have you observed that reflect this awareness?

2. Openness to Diversity

- How comfortable do learners appear when discussing cultural differences, especially in sensitive areas like gender equality?
- Are there signs of discomfort, resistance, or enthusiasm?

3. Empathy and Respect

- How do learners respond when encountering perspectives on gender roles that differ significantly from their own?
- Do they express curiosity, empathy, or defensiveness?

4. Communication Style

- How effectively do learners communicate across cultural differences?
- Do they demonstrate respect and adaptability in their language and approach?

5. Conflict and Resolution

- How do learners handle conflicts or misunderstandings related to cultural perspectives on gender equality?
- Are they able to navigate such situations constructively?

6. Readiness for Intercultural Engagement

- What level of intercultural competence do you perceive in the group as a whole?
- What strengths and gaps do you identify that could inform the design of your training program?

Based on the reflections above, where do the groups and individuals you work with stand on the intercultural sensitivity scale?

3.1.5 COMMUNICATION BASED ON THE INTERCULTURAL SENSITIVITY SCALE



Before Implementation:

Get familiarized with the intercultural sensitivity scale. Prepare a questionnaire to evaluate the intercultural sensitivity scale of groups. Create a presentation of the intercultural sensitivity scale and potential tools to help groups moving from one stage to another.

Steps during implementation:

- Present briefly the intercultural sensitivity scale with its six stages and the concepts of retreat and reversal.
- Give a self-directed questionnaire to the participants to reflect on intercultural sensitivity of groups and individuals they work with.
- Facilitate a discussion on gender equality and its connection to intercultural sensitivity.
- Present briefly potential tools that trainers could take to enhance intercultural sensitivity between groups.
- Facilitate an exchange on the presented tools if some of them are familiar with participant.
- Encourage a critical exchange to give constructive feedback and question the presented materials.

Reflection and debriefing:

- At what stage of the intercultural sensitivity scale do you perceive the groups you work with, and how does this influence your approach to facilitating communication within these groups?
- What are the most common intercultural communication barriers you observe in your groups, and how do these barriers manifest in day-to-day interactions?
- How do gender norms and dynamics impact intercultural sensitivity within the groups you work with, and what strategies can address both issues simultaneously?
- Which of the tools presented resonated most with you, and how could you adapt these tools to suit the cultural and gender dynamics of your groups?
- What additional tools or approaches could complement the ones discussed, and how might these enhance intercultural sensitivity and inclusion?

3.1.6 TRANSFORMATIVE APPROACHES IN MESSAGE FORMULATION AND COMMUNICATION

Before Implementation:

- Ensure that trainers are familiar with the EPIC-UP Quality Assurance, Ethics, Gender, Data, and Risk Management guidelines.
- Understand the principles of intersectional, intercultural, human rights-based, and transformative approaches.
- Select a relevant case study that includes communication messages to be analyzed. Similar to this one [here](#).

Subject: **Job Training Program for Migrants**

Dear **Migrants** who have the right to work,
We are launching a job training program, it is highly recommended to attend.
This program is designed to help you find employment **quickly**.

Details:

- **Date:** Next Monday
- **Time:** 9 AM
- **Location:** Community Center
-

Each participant should bring **his/her CV** and be ready to participate in an empowering journey. This program **is important for your labor and economic integration**.

Thank you for your cooperation.

- Ensure the case study reflects common scenarios in migration and integration contexts. Similar to this one.
- Prepare digital presentation slides and necessary questions for analysis.

Steps During Implementation:

- Explain the importance of mainstreaming intersectional, intercultural, human rights-based, and transformative approaches in communication.
- Provide an overview of the online platform's features and how to use them.
- Present the Case Study
- Share the case study materials with participants via the online platform.
- Provide a brief overview and ensure all participants understand the context and details of the case study.
- Divide participants into small groups using breakout rooms and assign each group a specific aspect to analyze (e.g., intersectionality, intercultural elements, human rights, transformative potential).

3.1.6 TRANSFORMATIVE APPROACHES IN MESSAGE FORMULATION AND COMMUNICATION

- Provide each group with the digital guidelines and tools for analysis.
- Allow groups time to analyze the communication messages in the case study within their breakout rooms.
- Encourage groups to identify strengths and weaknesses based on the guidelines.
- Visit each breakout room to facilitate discussions and ensure all voices are heard.
- Bring participants back to the main session and have each group present their findings.
- Encourage questions and discussions to deepen the analysis and understanding.
- Lead a comprehensive discussion that ties together the findings from all groups.
- Highlight common themes, key insights, and potential improvements in communication strategies.

Reflection and Debriefing:

- Ask participants to reflect on their experience during the exercise.
- Discuss what they found challenging and what they learned.
- Evaluate how well the intersectional, intercultural, human rights-based, and transformative approaches were applied.
- Identify any gaps or areas for improvement.
- Collect feedback from participants on the exercise and the guidelines using online surveys or chat features.
- Use feedback forms or open discussion to gather input.
- Plan for Future Application
- Discuss how participants can apply these approaches in their future work.
- Develop action plans or strategies for integrating these principles into their communication practices.
- Document the key learnings, recommendations, and insights from the session.

3.1.7 UNPACKING EFFECTIVENESS IN VISUAL COMMUNICATION



Before Implementation:

- Ensure trainers are familiar with the EPIC-UP quality and ethical guidelines. (D1.1 Quality assurance, ethics, gender, data and risk Management guidelines).
- Develop a **case study involving a bad example** of a visual communication.

Here's a case study from the EPIC-UP training session, where partners identified and to come up with ideas for clear and effective visual communication, following the project's ethical communication guidelines.

What makes a visual effective according to the EPIC-UP quality and ethical guidelines?

- Intersectional
- Transformative
- Gender-sensitive
- Intercultural
- A whole society approach
- Human rights-based



Moving from ineffective to effective communication - Soft Principles:

- Be passive recipients of information (Emails, flyers, any communication materials through all channels).
- Take action prescribed by others (ex. Attending a lecture).
- Be consulted on their potentials & needs without being involved in formulating and disseminating solutions (Consultation & feedback channels).
- Be empowered to create, monitor, evaluate and recreate communication content and channels (Focus groups, seminars, peer-to-peer review, gender and communication expert review).

Steps During Implementation:

- Introduce the exercise and its objectives.
- Share the case study and ensure participants understand the context.
- Divide participants into small groups for analysis and criteria creation.
- Facilitate group discussions and presentations of findings.
- Lead a final discussion to integrate all group insights.

Reflection and Debriefing:

- Discuss challenges and learnings from the exercise.
- Assess the effectiveness of the created criteria.
- Collect participant feedback for improvement.
- Discuss how to apply the criteria in future visual communications.
- Record key learnings and share them with stakeholders.

3.1.8 MONITORING AND EVALUATION AS PART OF EFFECTIVE COMMUNICATION



Before Implementation:

- Review EPIC-UP's Dissemination, Exploitation, Communication, and Outreach (DECO) strategy.
- Grasp principles of monitoring and evaluation (M&E) and intersectionality in migration and integration.
- Select or develop a relevant case study of a malpractice. Similar to this case study here.

How can this monitoring and evaluation plan become effective to edit and change communication content and channels as part of monitoring, evaluation and scaling up?

1. Program Goal and Indicators:

Goal:The goal of the program is to increase awareness among migrants about available job opportunities, legal rights, and training programs through effective communication channels.

Indicators:

- Number of communication materials distributed (e.g., brochures, posters, pamphlets).
- Percentage increase in migrant awareness of job opportunities and legal rights (measured through post-program surveys).
- Engagement rates on social media (e.g., likes, shares, comments).

2. Data Collection Methods:

Methods:

- Surveys to assess migrants' awareness of labor opportunities and rights before and after the communication campaign.
- Counting the number of materials distributed (e.g., brochures, pamphlets).
- Tracking social media engagement metrics (likes, shares, comments).

3. Monitoring Activities:

Monitoring Tools:

- Monthly tracking of social media metrics (number of posts, engagement, shares, etc.).
- Regular distribution counts of printed materials (flyers, posters, etc.) at community centers, migrant shelters, or job fairs.

4. Evaluation Criteria:

Evaluation Focus:

- Awareness levels: Did the migrants know about the available training programs and job opportunities after the campaign?
- Engagement with materials: How many people attended workshops or interacted with job-related posts on social media?

3.1.8 MONITORING AND EVALUATION AS PART OF EFFECTIVE COMMUNICATION



5. Timeliness and Responsiveness:

Timeline:

- Data was collected at the program's beginning and then again after six months to assess job placement outcomes.

6. Stakeholder Involvement in Evaluation:

Stakeholder Involvement:

- Evaluations are carried out by external consultants with no direct involvement from migrant participants or community organizations.

- Prepare digital slides and necessary questions for analysis.

Steps During Implementation:

- Explain the importance of effective communication and M&E in migration and integration.
- Provide an overview of EPIC-UP's DECO strategy.
- Present table 2: Target groups analysis and messages, and Annex 1 & Annex 2 from the EPIC-UP DECO strategy.
- Share the case study materials and ensure participants understand the context.
- Divide participants into breakout rooms.
- Assign tasks to evaluate the M&E indicators and channels in the case study.
- Encourage groups to incorporate intersectionality into their analysis.

Reflection and Debriefing:

- Discuss challenges and learnings.
- Assess the effectiveness of the developed M&E strategies.
- Collect feedback from participants.
- Discuss applying these strategies in future communication efforts.
- Record key insights and share them with stakeholders.

3.2 Community Mobilization Techniques

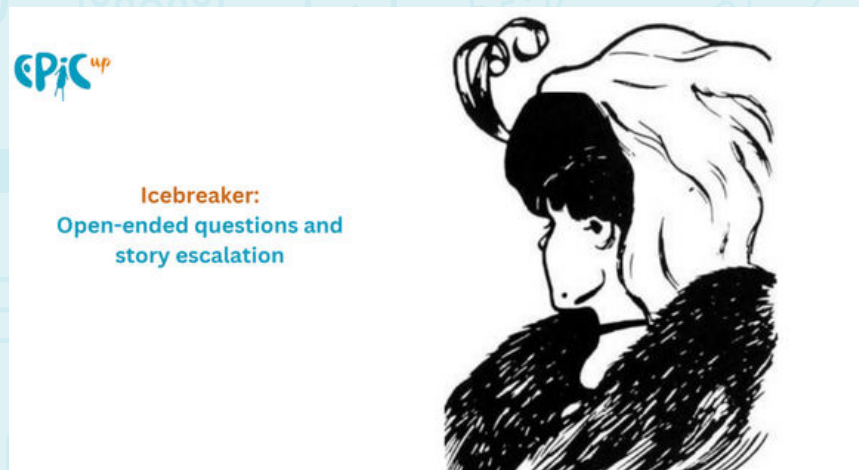
(how to reach the hard-to-reach within migrant populations), including creative and unconventional means (i.e. artistic tools and contexts)

3.2.1 ICEBREAKER: OPEN-ENDED QUESTIONS AND STORY ESCALATION



Before Implementation:

- Select an abstract visual image to use in the exercise. Similar to this visual one EPIC-UP partners reflected on during the training session [here](#).



- Understand the principles of **open-ended questions and their role in community mobilization**.
- Ensure the online platform is ready for sharing the visuals and facilitating discussions.

Steps During Implementation:

- Welcome participants and introduce the objective of the exercise. Explain the importance of open-ended questions in fostering creativity and community mobilization.
- Share the abstract visual with participants via the online platform.
- Open-Ended Questions: Ask participants to describe who they see in the visual, how they think the person feels and why, explore the person's story, and discuss how these challenges could be overcome.
- Encourage participants to share their interpretations and insights, promoting a collaborative environment where diverse perspectives are valued.

Reflection and Debriefing:

- Discuss how open-ended questions can stimulate critical thinking and community mobilization. Highlight key concepts from the pedagogy of the oppressed that relate to the exercise.
- Ask participants to reflect on their experience and what they learned. Discuss the power of storytelling and its impact on understanding and empathy.
- Gather feedback on the exercise and how it could be improved.
- Discuss how to apply these techniques in future sessions to foster community engagement.
- Record key insights and recommendations from the session and share this documentation with relevant stakeholders.

3.2.2 STRATEGY FOR MIGRANT-LED COMMUNITY MOBILIZATION IN THE COPS



Before Implementation:

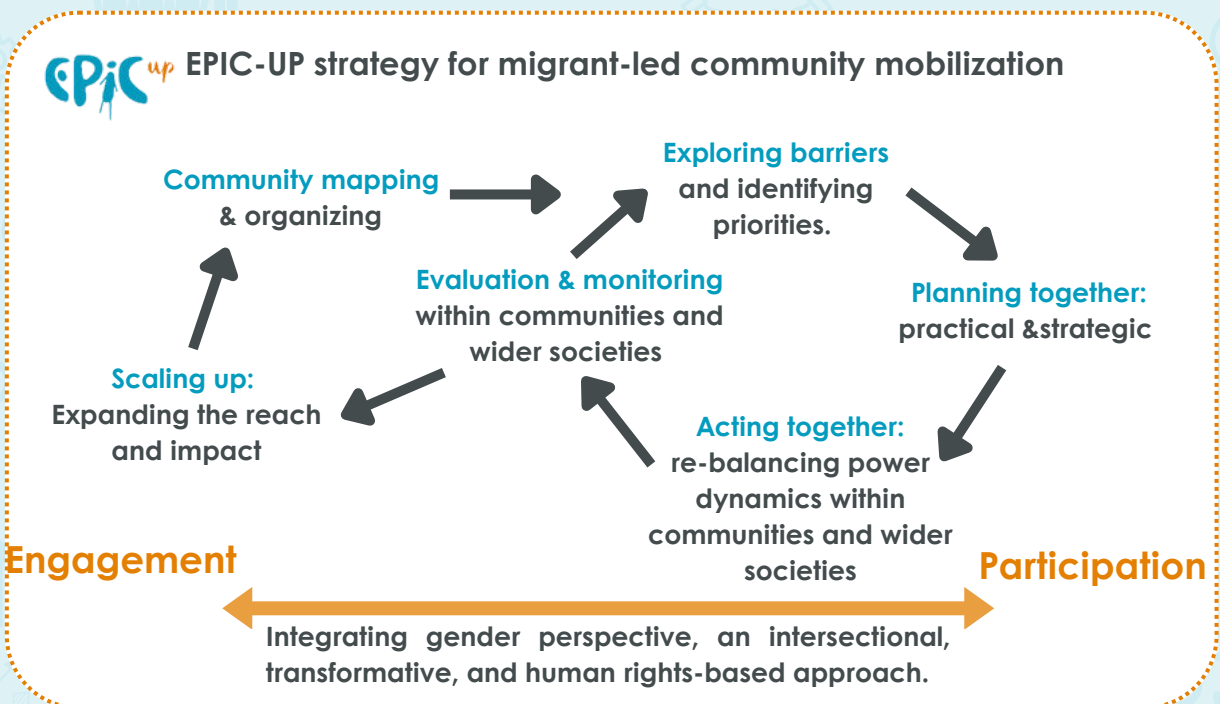
- Familiarize with EPIC-UP strategy and stakeholder mapping tools.



- Understand principles of gender perspective, intersectional, transformative, and human rights-based approaches.
- Prepare a framework for discussion and sharing strategies.

Steps During Implementation:

- Explain the importance of migrant-led community mobilization and session objectives.
- Share the EPIC-UP strategy for migrant-led community mobilization , highlighting key components.



3.2.2 STRATEGY FOR MIGRANT-LED COMMUNITY MOBILIZATION IN THE COPS

- Divide participants into small groups to explore each component (gender perspective, barriers, community mapping, planning, acting, evaluation, scaling up).
- Encourage groups to analyze the strategy and identify strengths, weaknesses, and areas for improvement.
- Have each group present their findings.
- Lead a discussion to integrate insights, focusing on practical applications and rebalancing power dynamics.

Reflection and Debriefing:

- Reflect on Experience: Discuss challenges and learnings from the session.
- Evaluate Strategy: Assess the effectiveness of the EPIC-UP strategy.
- Gather Feedback: Collect feedback on the session and strategy.
- Plan for Future Application: Discuss how to apply these strategies in participants' work.
- Document Learnings: Record key insights and share them with the group.

3.2.3 IDENTIFYING AND PLANNING IN COMMUNITY MOBILIZATION



Before Implementation:

- Review **key integration barriers and prepare a presentation** (if you have existing good practices identified to give more practical examples).

Here are the five pillars of integration, drawn from the previous **EPIC project (the European Platform for Integrating Cities - AMIF Funded)**, partners identified five key pillars of integration that guide community-based strategies for supporting migrant integration. These pillars were discussed in the Training of Trainers (ToT) session and are essential for creating effective integration plans. The five pillars are:

Socio-economic Integration: focuses on providing migrants with access to essential resources such as employment, housing, education, and healthcare.

Barriers: Limited access to employment, education, healthcare, and housing.

Intersectional Impact: Migrants with intersecting identities (e.g., people with disabilities) face compounded disadvantages, further limiting their socio-economic opportunities.

Cultural Integration: emphasizes the exchange of cultural values, traditions, and knowledge for both migrants and host communities.

Barriers: Language barriers, cultural misunderstandings, and lack of intercultural exchange.

Intersectional Impact: Cultural integration challenges are amplified for those with intersecting identities (e.g., older migrants, LGBTQ+ individuals).

Legal and Political Integration: including residency, citizenship, and political participation to engage in local governance and civic activities.

Barriers: Lack of legal status, restricted political participation, and limited access to justice.

Intersectional Impact: Migrants with intersecting identities (e.g., undocumented women, ethnic minorities) are particularly vulnerable to legal and political marginalization.

Attitude of the Recipient Society: attitudes towards migrants, reducing prejudice and stereotypes, and encouraging open-mindedness and acceptance in the host society.

Barriers: Prejudice, discrimination, and xenophobia within the host community.

Intersectional Impact: Negative attitudes are often intensified for those with intersecting identities (e.g., racial minorities, religious minorities) who may face multiple forms of discrimination.

Interrelationship in Integration: focuses on the cross-cutting factors that intersect between the other pillars.

Barriers: Fragmented efforts and lack of coordinated policies addressing integration holistically.

Intersectional Impact: Inadequate integration strategies disproportionately affect migrants with intersecting identities, as they require tailored, multifaceted approaches to address their unique challenges.

3.2.3 IDENTIFYING AND PLANNING IN COMMUNITY MOBILIZATION



- Create an interactive online quiz covering issues connected to the identified barriers.
- **Develop key questions to guide discussions on community mobilization strategies.**
- Set up the **online platform with the necessary tools for discussions and the quiz.**

Key points covered by the survey may include:



- Assessing community barriers and opportunities to integration.
- Evaluating if the goals of community mobilization clearly address integration barriers.
- Ensuring that mobilization goals are generated from within the community.
- Considering the long-term impact of community mobilization beyond immediate policy changes.
- Empowering marginalized migrant groups to take leadership roles in the mobilization effort.

Steps During Implementation:

- Introduce the objectives of the exercise and explain its importance.
- Present the five key integration barriers to participants.
- Conduct the online quiz to engage participants and reinforce understanding of the barriers. Ensure that the participants know it these are questions for critical exchanges and that there are no fully wrong or right answers.
- After each question ask participants to clarify their answers and the reasons behind them.
- Use prepared key questions to help groups develop community mobilization strategies.
- Have participants present their strategies and insights.
- Lead a final discussion to integrate findings and highlight effective strategies for reaching marginalized migrant groups. (check the reference list for sources showcasing successful examples of artistic strategies and initiatives to inspire final reflections).

Reflection and Debriefing:

- Discuss challenges and learnings from the exercise.
- Assess the effectiveness of the strategies shared.
- Collect feedback from participants on the exercise.
- Discuss how to apply these strategies in future work.
- Record key insights and share them with the participants.

3.2.4 CAMPAIGNING, LOBBYING, OR ADVOCACY, HOW AND WHY?



Before Implementation:

- Familiarize yourself with the definitions and distinctions between campaigning, advocacy, and lobbying.
- Select a relevant case study illustrating these concepts in migration and integration contexts. You can use this case study offered by EPIC-UP ToT session for project partners for reflection:

- **Advocacy**

refers to the process of supporting or arguing for a cause or policy. It involves taking active steps to influence decision-makers or public opinion to support specific issues that affect a group or community. Advocacy often includes raising awareness, educating the public and decision-makers, and promoting actions that lead to policy or social changes.

- **Lobbying**

is the act of directly influencing lawmakers, government officials, or other decision-makers to pass or reject specific legislation, policies, or regulations. This is typically done through meetings, petitions, presentations, and other direct forms of communication to shape the decision-making process at local, regional, or national levels.

- **Campaigning**

is a strategic effort to raise awareness, gather support, and influence public opinion or behavior in favor of a specific issue or cause. Campaigns can include public demonstrations, media outreach, social media initiatives, and mobilizing people to take action. Campaigns are often designed to build momentum around a particular goal, leading to social change.

- **Case Study: Mobilizing Migrant Women for Civic Participation**

Scenario Overview

This case study focuses on **migrant women** who arrived through family reunification programs, particularly those of **Arabic** or **Muslim** ethnicities. These women face significant barriers to civic engagement due to a combination of **cultural, social, legal, and environmental** challenges.

The goal is to explore how advocacy, lobbying, and campaigning techniques can be used to increase their participation in civic activities and integration programs within their communities, most of these women who are excluded from civic activities are:

- Women with young children.
- Women who are illiterate.
- Women who were subjected to early marriage and therefore their most socializing events took place within a micro and extended family context.
- Women who wear headscarves and have had bad experiences with Muslimophobic violence in the public sphere.
- Due to previous war traumas, some women developed social anxiety, which they refer to as the fear of leaving the house or discovering new places or people.

3.2.4 CAMPAIGNING, LOBBYING, OR ADVOCACY, HOW AND WHY?



In the legal and political participation:

- Governmental programs offer more hours and structured programs for holders of refugee status rather than people who came through family reunification programs.
- Policies against discrimination exist; however, participants addressed denying housing after meeting in person due to wearing cultural or religious symbols such as headscarves.

Cultural integration:

- Researchers and migrant women-led organizations address that language educational programs are not tailored to fit the needs of illiterate women.
- Cultural mediators addressed cultural stigmas when it comes to mental health care and receiving official help.
- Patriarchal harmful practices impose gender regimes on women not to participate in activities.

Environmental:

- Most civic activities are in the institutions located in the center of the city.
- There are no day care centers for children.

- Prepare educational materials and discussion questions.

Steps During Implementation:

- Explain the objectives of the exercise and its importance in migrant-led mobilization.
- Relate this exercise to the EPIC-UP migrant-led mobilization strategy. Specifically to the “Acting Together” stage in the strategy.
- Share the case study materials and ensure participants understand the context.
- Clearly define and differentiate campaigning, advocacy, and lobbying.
- Ask participants to discuss the case study, focusing on the application of each approach.
- Encourage groups to identify when and how to apply campaigning, advocacy, and lobbying.
- Have groups present their findings and insights.
- Lead a final discussion to integrate insights and clarify the practical applications of each approach.

Reflection and Debriefing:

- Discuss what participants found challenging and enlightening.
- Assess the effectiveness of the strategies discussed.
- Collect feedback on the exercise and its components.
- Discuss how to apply these approaches in future migrant-led initiatives.
- Record key insights and share them with the participants.

3. TOOLS

3.3 Public Consultation, Participation, and Dialogue

3.3.1 ASSESS YOUR LOCAL INITIATIVE AGAINST PARTICIPATION PRINCIPLES



GROUP WORK

In groups, exchange about **one example of civil participation** (in your municipality for example, for instance) **to which you participated, or that you contributed to organize**. It could be a survey, a public meeting, a petition, anything that was aimed at engaging citizens in an issue of public interest.

Please take the time to share it within your group and then try to respond to the following questions:

1. **Present** to the participants the key principles of civil participation and the policy-making cycle, **highlighting how these concepts can be applied to local initiatives**. Prepare a survey to assess how these principles align with the group's initiatives, encouraging notes and reflections for strategy improvement.

2. How were the **9 principles respected**? Not at all, only a little, quite well, very well, completely?

Key Principles for Civil Participation

OPENNESS: Participation must be accessible to everyone, addressing economic, physical, and social barriers that may prevent marginalized groups from engaging.

TRUST: A democratic society thrives on mutual trust between local actors and the communities they serve, fostering collaboration and openness.

INDEPENDENCE: Civil society organizations (CSOs) must operate freely and independently, with the ability to advocate for their positions even when collaborating with other entities.

PARTICIPATION: Everyone has the right to engage in governmental and quasi-governmental mechanisms at all levels, free from discrimination, to ensure inclusive dialogue.

TRANSPARENCY: Processes should remain open and transparent, allowing scrutiny by both service providers and community representatives.

ACCESSIBILITY: Participation should use clear language and appropriate methods to ensure everyone can engage effectively.

NON-DISCRIMINATION: Efforts must be made to prevent exclusion through the design of processes, information sharing, and meeting formats.

INCLUSIVENESS: Proactive steps should be taken to reach and empower underrepresented groups, ensuring they have a voice in decision-making.

ACCOUNTABILITY: Decision-makers must take responsibility for their actions, ensuring they uphold the principles of fairness and inclusivity.

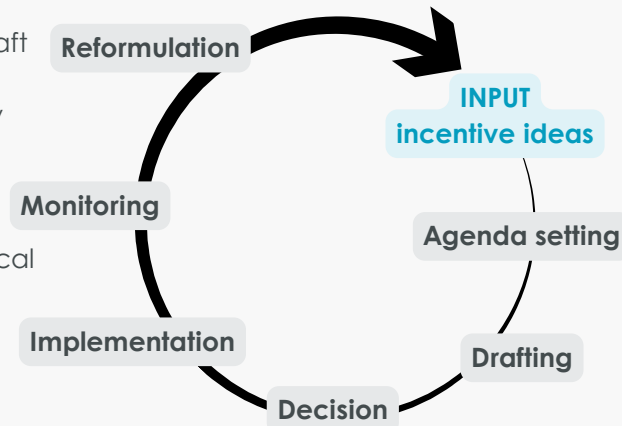
3.3.1 ASSESS YOUR LOCAL INITIATIVE AGAINST PARTICIPATION PRINCIPLES



3. For which of the **policy cycle steps** was the process developed?

E.g.

- Was it related to a policy draft still to be approved?
- Was it to monitor an already ongoing policy?
- Was it to push the public authorities to include an important issue in their political agenda?



4. Were the **methodologies** employed appropriate for the goals and the target groups addressed?

4 LEVELS OF PARTICIPATION

1

2

3

4

INFORMATION CONSULTATION DIALOGUE PARTNERSHIP

1. INFORMATION

Access to information is the basis for all subsequent steps in the involvement of NGOs in the political decision-making process.

When shaping a communication message, it is key to take into consideration the following:

What is the objective of my communication? What do I want to achieve?

Who are the targets of my communication? (i.e. youths, experts, women, foreigners, etc.)

What are the most appropriate channels for informing my target group? (i.e. digital or paper? Physical meeting?)

2. CONSULTATION

A) Elaboration of a message clear and precise, to be submitted to consultation

- A preliminary analysis of the context might be needed to clearly frame the subject for the consultation
- For which aspect of the public policy am I opening a consultation? A preliminary analysis might be needed before launching a consultation

3.3.1 ASSESS YOUR LOCAL INITIATIVE AGAINST PARTICIPATION PRINCIPLES



B) The format

- The venue of the public meeting (a venue which is open and accessible to all)
- The format of the meeting (avoid an excessively official format): on-line, in presence, hybrid
- The agenda of the meeting shall allow an exchange with the public and void long presentation of the subject.
- A (impartial) facilitator who can animate the debate, coordinate the dialogue and manage potential conflicts

C) Follow up

- The consultation must ensure feedback about the following process of decision – making, to avoid frustration and loss of trust from the citizens

3. DIALOGUE

It is a level of participation used to cope with complex problems, for which the public authorities might need advice from the experts, inputs from the citizens at large, and more.

SOME POSSIBLE TOOLS

- Open Space Technology
- World Café
- Citizens' Assemblies
- Focus groups

4. PARTNERSHIP

A partnership implies shared responsibilities in each step of the political decision-making process from agenda setting, drafting, decision and implementation of policy initiatives. **It is the highest form of participation.**

At this level, CSOs and the public authorities come together to closely cooperate - all whilst ensuring CSOs (remaining independent) have the right to campaign and act, irrespective of a partnership situation.

Partnership can include activities such as **delegating a specific task to a CSO** – i.e. delivery of services, and the establishment of co-decision-making bodies, for resource allocation.

3.3.2 OPEN SPACE TECHNOLOGY (OST)



Open Space Technology (OST) is an event format used in meetings of 5 to 2,000 people, invented by Harrison Owen in 1985.

WHAT YOU NEED TO KNOW WHEN ORGANISING AN OPEN SPACE TECHNOLOGY

OST is '**participant driven**'. Participants are in full control of their experience and the outcome of the session. As a result, they are highly engaged in the collection of issues, group discussions and networking.

Therefore, the leadership (people organising the OST) must be willing to embrace whatever outcomes emerge from the meeting. OST is a highly democratic, participants - driven methodology. If the managers are not ready to accept the results that will emerge from the OST (for example they have already decided the way forward), or if then participants will feel their time has been wasted and the method will fail.

OST **works best when there are high levels of complexity** (hard problems to solve), diversity (lots of different types of people needed), **passion** (people really care about the issue) and **urgency** (it has to be fixed as soon as possible). These elements are key. Lack of them would lead to a flat, ineffective and uninteresting meeting

THE PHILOSOPHY OF THE OST

THE LAW OF TWO FEET

- If at any time during your time here you find yourself in any situation where you are neither learning nor contributing, use your two feet (go to other braking room in case you are doing the practice online), and go somewhere else.
- The "**Law of Two Feet**" ensure that the full responsibility for the quality of each person's learning and/or contribution is placed where it belongs — with that person.

THE FOUR PRINCIPLES

1. Whoever comes are the right people

Since people can choose what sessions to attend there has to be trust, that the people that come are the right people Even if a group only has two participants these two people might be exactly the right people to meet at that time to do something great together.

2. Whatever happens is the only thing that could have

OST events have an emerging character. No one can possibly predict, how things might unfold. Therefore, participants are invited to concentrate on the moment with an open mind.

3. Whenever it starts is the right time

Creativity moves on its own timeline independent of the meeting or event schedule. Therefore, participants should be attentive to when creativity arises. Whether that is as part of the group sessions or in one to one conversations at the coffee break.

4. When it's over, it's over

Getting the work done is more important than sticking to the schedule. When a group is in the perfect flow, then they can decide to continue their discussions. Or, if they finish their topic earlier, the can also close the session and do something else instead.



3.3.2 OPEN SPACE TECHNOLOGY (OST)



HOW IT CAN BE HELPFUL IN OUR MULTI-ACTOR CONTEXT

1. Favour a collective talk aimed at exploring in depth topics that the **participants feel passionate about**.
2. Help **breaking into several subtopics** a complex issue in its various shades and challenges, helping managing complexity.
3. Employ the **collective intelligence** on topics which are relevant to the participants, and to come up with proposals in a very democratic and bottom up way.

HOW IT WORKS

- **Opening the circle**

The organisers greet the participants, in a semi circle or circle (make sure the environment is friendly and warm). They **introduce the main topic of the meeting**, which needs to be clear and relevant to the group. Then, they explain the rules of the game

- **Setting the agenda**

Participants are asked to **identify the subtopics** they would be interested in discussing. They can write it on a piece of paper, or say it loudly. When they do so, they will be responsible to: host that topic at their table (moderator) and make sure the key inputs are documented.

Tip: it can be useful to brief a person about the details, so s/he can be your ally and break the ice by proposing the first topic.

- **Group sessions**

The groups/tables are created and **people can start moving to the tables/topics they wish**, following the two feet law and the four principles. The moderators shall remain at their tables. It is the responsibility of the tables to check the time and collect the inputs received.

- **Closing the circle**

The leaders of the table report in plenary. Afterwards, all the most important ideas, recommendations, discussions, and next steps shall be documented in a resulting report. When the purpose requires, and time allows for it, the group can prioritize the issues addressed in the report. When the purpose requires, and time allows for it, the group can draft action plans for the highest priority issues.

During the EPIC-UP training session, partners utilized Open Space Technology (OST) to reflect on the **inclusion of Third Country Nationals (TCNs) in European and Local Communities** as **Macro Topic**.

This macro topic aligned with EPIC-UP general objective of integration of migrant's communities in EU allowed for an in-depth brainstorming of various related topics, which were then grouped into four key areas:

- Cultural diversity and how to handle it
- Active Engagement of Migrants in Local Communities
- Intersectionality and Social Inclusion
- Provision and Accessibility of Public Services

3.3.3 WORLD CAFE'



It is a practice of **dialogue** (collective search of solutions for complex topics) which allows to:

- Bring a wide number of people together,
- Breaking down a complex topic in many sub - topics
- Collect a variety of points of view, favouring the “cross - pollination” and relying on the so - called “collective intelligence”
- Orient the discussion towards proposed solutions



HOW IT WORKS

- Place a number of tables in the room, with a set amount of chairs for each table. **Each table is coordinated by a café leader**, whose role is to introduce the topic of the table and moderate the discussion. The café leader **remains at the table for the whole duration of the exercise**, takes notes of the inputs given by the participants and makes sure everybody has the time to talk.
- Participants seat around each table (8-10 per table) and **start the discussion about the topic** of that table.
- Participants have **10 minutes** (time can change based on the n. of people and tables). When time is up, each person **stands up and choose to move to another table**, for 10 more minutes.
- After **10 more minutes** participants move again to another table adn the respective topic, and so on until all the participants complete the tour of the 4 tables (4 rounds, in this case).

KEY ELEMENTS TO KEEP IN MIND:

- **Clarify very well the goal**, in order to best plan it and have the right people around the table
- **Create a warm atmosphere:** a nice, bright location, plants, coffee (of course!) and biscuits on the tables, maybe some lounge music, will do the job!
- **Raise questions that matter!** Take the chance to dig into the topic and open different possible perspectives participants can explore the issue from.
- **Encourage the contribution of everybody:** there are no wrong answers. Ensure to have appropriate café leaders, who ensure everybody can talk and create a smooth atmosphere.
- **Connect the diverse perspective:** The cross - pollination is key to see the topic from new points of view that can help the overall vision and solution. A proper debriefing in plenary has to happen after the rounds in the tables, so as to connect the various topics and go back to a collective vision.

3.3.4 FOCUS GROUPS

Focus group is a **research method**, consisting in a group - interview technique, employed in several fields like psychology, political research, marketing, sociology. It is used as a **qualitative approach to obtain information about people's attitudes and opinions** about a particular topic.

- It involves a **purposely selected group of individuals**, rather than a statistically representative sample of a broader population.
- It normally involves between 6 and 12 respondents.
- It should be **guided by a trained leader and ideally moderated by 2** (one conducting the interview, the other observing and taking notes).

HOW IT WORKS

- **Step 1:** Choose your topic of interest.
- **Step 2:** Define your research scope and hypotheses.
- **Step 3:** Determine your focus group questions.
- **Step 4:** Select a moderator or co-moderator.
- **Step 5:** Recruit your participants.
- **Step 6:** Set up your focus group.
- **Step 7:** Host your focus group.
- **Step 8:** Analyze your data and report your results.

KEY ELEMENTS TO KEEP IN MIND:

- It is **NOT** advisable for preliminary phases of a decision-making process, such a priority setting (better served by the implementation of a World Café methodology), but might be very useful to revise the drafting of the policy or to work on the policy tuning after monitoring.
- **The participants are experts in the topic debated** and it is advised that also the facilitator possesses a certain degree of competence.

This method works best when:

- You're interested in **real-time, unfiltered responses** on a given topic or in the dynamics of a discussion between participants
- Your questions are rooted in **feelings or perceptions**, and cannot easily be answered with "yes" or "no"
- You want to supplement the knowledge you can gain from written surveys.
- You're confident that a **relatively small number of responses** will answer your question.
- You're seeking **directional information** that will help you uncover new questions or future research ideas

▶ 4. REFERENCE

4.1 Reference List





UPSCALING THE
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