# *Capacity building package*

***Deliverable D.T4.2.1***

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This *Capacity building package* is a collection of ready-for-use materials for capacity building and knowledge transfer aimed at strengthening pluralism in the Alpine area and beyond.

The *Capacity building package* is the result of the collaboration among PlurAlps project partners which, under the coordination of FIERI (Forum of International and European Research on Immigration) and the Piedmont Region, have shared innovative methods, tools and guidelines produced both within and outside PlurAlps.

The tools collected in this *Capacity building package* are the following:


**Ideas for innovative measures: Guidance for stakeholder workshops ..... 3**

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# Ideas for innovative measures: Guidance for stakeholder workshops

| | |
|---|---|
| **Description** | The document contains a description for a possible agenda and methodology for the preparation of a stakeholder workshop on the development of a welcoming culture with the aim of strengthening rural areas' attractiveness and social cohesion. |
| **Source** | Regional Development eGen<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

# PlurAlps

# Guidance for stakeholder workshops

## Preparation of the workshop

**Date and time**: half a day is sufficient. Choose a date when many of the stakeholders you need are available, eg a Saturday morning

**Background of the meeting**
The organisation xy is partner of the transnational PlurAlps project which is co-funded in the frame of the Alpine Space Programme of the EU. The project is implemented in six Alpine countries (AT, DE, CH, FR, IT, SI) and is running from November 2016 to October 2019. The project mainly aims at supporting municipalities, SMEs and the civil society with the development of a welcoming culture in order to strengthen attractiveness and social cohesion in rural territories.

In the framework of this project the region xy is a pilot region. With funds from PlurAlps measures can be financed until October 2019 which have already been thought of in other contexts, initiatives and projects. The measures which are financed by PlurAlps shall contribute to establishing a welcoming culture in the region xy in the long term.

**Objectives of the workshop**
- Coordination with the most important stakeholders in the region xy
- Collective and creative brain storming
- Decision which measures/services will be implemented within the PlurAlps project

**Expected workshop results**
- Prioritisation of the measures/services
- Define responsibilities
- Timetable for implementation

**Preparation of the workshop by the participants**
- The participants prepare a ca. 5 minutes presentation on their own activities related to the topic (main objectives, measures, interaction with other projects etc) – no power points

- The participants can bring printed documentation which is relevant for the workshop (such as project brochures, studies etc)
- The participants send important documents (studies etc) to the workshop manager in advance

**Overview on important projects and initiatives in the region xy**
This overview is compiled based on the information sent by the workshop participants in preparation of the workshop and own knowledge/research.

Project1: project title
Content: Link
Project responsible organisation:
Contact person:

Project2: project title
Content: Link
Project responsible organisation:
Contact person:

# Agenda

**08:15** **Welcome coffee**

**08:30** **Welcome and introduction**

Eg by an important political representative who is participating to the workshop

**08:45** **Introduction to the PlurAlps project**

By the PlurAlps project partner

Short information on the project and on the topics of pluralism and resilience within regional development

Powerpoint presentation

**09:00** **Overview on projects and initiatives in the region xy**

Ca. 5 minutes per participant. No powerpoint

**10:00** **Service Jam**

Service Jam is a collective brainstorming method. The PlurAlps representative explains and accompanies the method. See below for further details on this method.

**11:00** **Coffee break**

**11:15** **Prioritisation of measures and follow-up**

Evaluation of the measures according to criteria

Responsibilities

Next steps

**12:30** **End**

# Service jam method description

**Preparation at the venue**

- Welcome coffee
- Coffee break
- Beamer and screen
- Pin boards (6-7)
- Post-its
- Round stickers
- Flip charts
- Moderation case

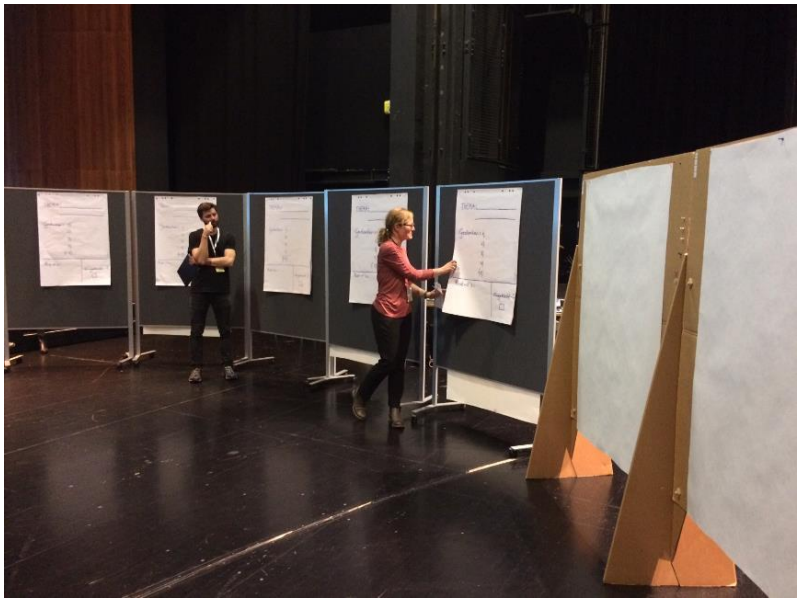
**Collect ideas: individual brain storming**

Question for the brainstorming: Which services, according to you, are important for a pluralistic society?

The participants think about this question each on her/his own. They write their ideas on post-its (1 idea per post-it). The aim is to collect as many ideas as possible. When the time is over, all participants stick their post-its to 1-2 big empty sheets (photo below, right side), without structuring.
Time: 5 minutes

**Collectively structure ideas**

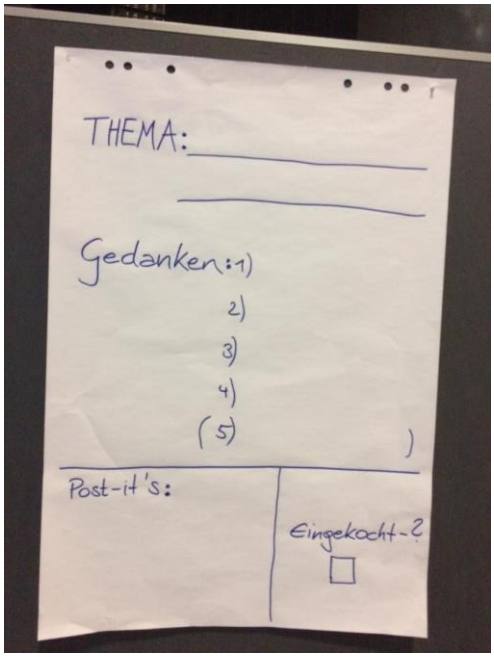
The workshop moderator asks all participants to read through the post-its and to find related ideas. When a participant has found some ideas which fit together, she/he takes the post-its off and sticks them to one of the ca 6 prepared flip charts for the development of services/measures. She/he can write her/his additional thoughts on the flip-chart.
At the end, all ideas have been collectively structured into 5-7 ideas for measures/services.
Time: 15 minutes



Set up of the flip charts (Foto Service Jam Bregenz)

**Co-creative discussion of measures**

All participants gather in front of one of the flip charts (eg the one with most post-its on it). One participant (eg the person who "opened" the flip chart by sticking the first post-its to it) explains the main ideas, which are displayed on the flip chart. The others add their thoughts. The thoughts are documented on the flip chart. At the end, the participants decide if the measure is "bottled", if it is ready to be followed-up. The group jointly decides on a name for the new service. The whole group discusses all flip charts in the same way.




Time: 30 minutes

Topic:

Thoughts
1)
2)
3)
4)
5)

Post-it's

Bottled? (Refers to the process of making fruit jam)

Flip chart for structuring the ideas (Foto Service Jam Bregenz)

**Flip charts for the evaluation of measures**
On an additional flip chart, the participants prioritise the measures/services:

| Topic/Service | Urgency | Impact | Feasibility | Sustainability |
|---|---|---|---|---|
| Service 1 | | | | |
| Service 2 | | | | |
| Service 3 | | | | |
| Service 4 | | | | |
| and so on | | | | |

Evaluation scheme:

- low, medium, high
- the participants can tell their opinion with strokes or sticky dots

Time: 10 minutes

**Follow-up**
After the workshop, the workshop responsible describes the measure/service which has been prioritised first (or several measures/services if the decision has not yet been made during the workshop) through a short concept. Based on this concept, the final decision can be taken on which measure(s)/service(s) will be implemented. A possible structure for such a short concept is given in the next chapter of this document.

## Developing and co-designing projects. Design for wiser action

| | |
|---|---|
| **Description** | The document proposed a method for co-designing projects for social change, i.e. Design for Wiser Action, which was employed by Regio-V in a participatory laboratory during the PlurAlps mid-term conference. This is a method to develop and co-design project ideas at an early stage. The method and the Design for Wiser Action canvas have been developed by the International Art of Hosting Community. The method works well for groups of 5-10 people. It provides a person with a project idea, i.e. the project caller who has to ask for help and harvest the intelligence of the group (project coaches). |
| **Source** | International Art of Hosting Community |

## Designing for Wiser Action – A method for co-designing projects for social change

***What is „Design for wiser action"?***

The Design for Wiser Action is method to develop and co-design project ideas at an early stage. The method and the Design for Wiser Action canvas was developed by the international Art of Hosting Community.
The method works well for groups of 5-10 people. It provides a person with a project idea (the project caller) with an opportunity to ask for help and harvest the intelligence of the group (project coaches). The canvas and the process are easy to use, even without much experience of the method.

The below process description is taken from Collaboratio Helvetica.[1]

***How does the process look like?***

1) Invite persons to bring a project or a piece of work (a few days in advance)
2) Explain the method to all the participants (10min)
3) Introduce the chosen projects (2-3min per project)
4) Explain the empty canvases and go through the questions the participants will be working with (10min)
5) Project design/Group work (75min)
    a. The participants form groups and circle around a project canvas (5min)
    b. Each project-giver briefly introduces his/her project (10min)
    c. The groups ask questions and the project-givers answer (10min)
    d. Co-creation: Fill in the canvas blocks with ideas that come up during the sharing of experiences and learnings (20min)
    e. Peer-Coaching: The participants turn into coaches who start a discussion about the project. The project-giver steps out of the circle and just listens to the conversations of the "coaches" (15min)
    f. The project-giver returns to the group and continues with the conversation based on what he/she have learnt while being out of the circle (15min)
6) Return to the full group with all the participants and report back on the different outcomes (10-20min)

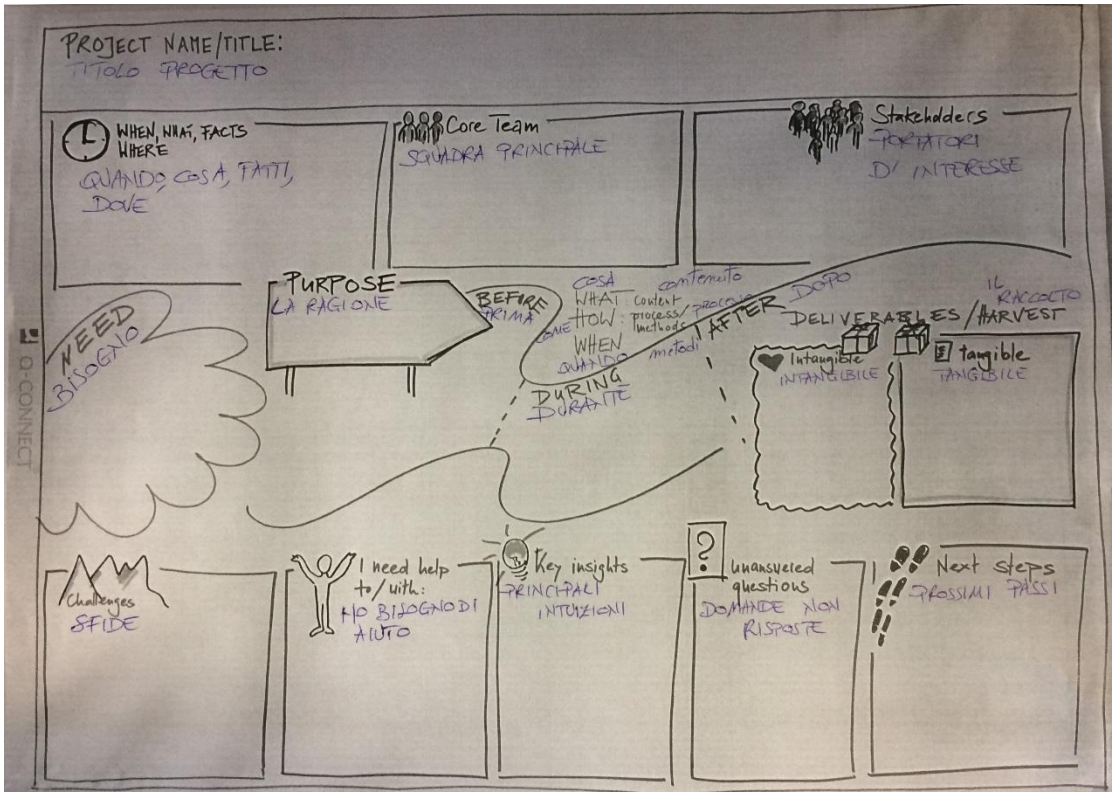
If there is more time available, the participants can shift tables and do the whole procedure for another project.

[1] https://www.collaboratiohelvetica.ch/blog/design-for-wiser-action

***Tools, materials, Time, Roles***

- Questions that guide the conversation ("what is the need" etc.)
- The harvesting template
- A good work space/ good working atmosphere
- Optimal timing 2-4 hours (depending on whether the participants work on only one or several projects)
- Roles:
    - One or two Hosts: They introduce the process to the group and invite and instruct the project-givers, hosting the full group processes
    - Project-giver ("caller"): This is the person who wants helps on becoming clear and crafting focus, design and practice in action, applied to a particular event or events
    - Co-designers: Are the people who help to co-create design. This is a practice of generosity.

***Canvas for Design for Wiser Action (harvesting template)***




***Sources and further information***

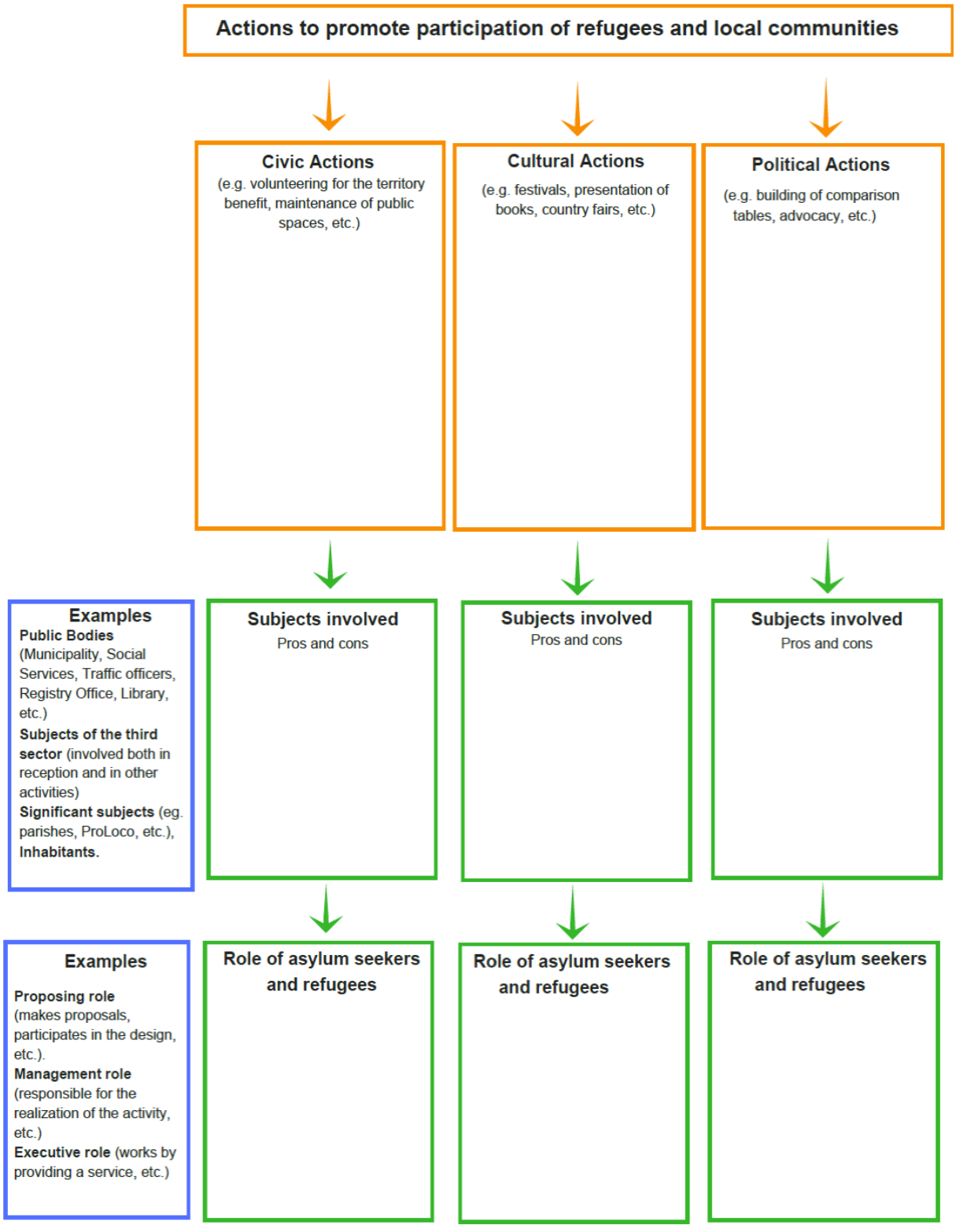
https://www.collaboratiohelvetica.ch/blog/design-for-wiser-action (English)
https://www.sdc-learningandnetworking-blog.admin.ch/2015/07/29/design-for-wiser-action/ (English)
https://aoh-vorarlberg.weebly.com/design-for-wiser-action.html (German)

## Canvas to develop projects which actively involve refugees

| | |
|---|---|
| **Description** | The canvas can be used for simulating activities for the active participation of refugees and local communities in rural and mountain areas. It is articulated in three areas: the type of action, the local actors to be involved and the role of asylum seekers and refugees. The latter has the specific aim to make participants think about how to prevent "passive" participation of refugees to activities conceived and steered by natives . The method works well for groups of 5-10 people. |
| **Source** | Labins & FIERI<br><br>MIGLIORA project - Migration & Integration: Generating Ties, Inclusion and Opportunities for Refugees in Rural and Mountain Areas (www.formazione-migliora.it) |

# Active participation of refugees and local communities

## Toolkit 3



## Neighborhood Forums

| | |
|---|---|
| **Description** | The document is an invitation to a participatory event aimed at discussing about the status of the inter-group relations at neighborhood level and identifying possible policy recommendations to improve those relations. The focus is on the neighborhood rather than on migration in order to engage also the people with no specific interest in migration and to leave the participants free to define the group boundaries without taking the ethnic groups for granted. |
| **Source** | FIERI Forum of European and International Research on Immigration) and Avventura Urbana<br><br>Concordia Discors. Understanding Conflict and Integration Outcomes of Inter-Group Relations and Integration Policies in selected Neighbourhoods of Five European Cities (www.concordiadiscors.fieri.it) |

www.concordiadiscors.fieri.it

**If you were the mayor of your neighbourhood…**

**How the neighbourhood has changed in the last years?**

**If you were the City Mayor for one day, what would you change of your quarter?**

**And what would you not change for any reason on earth?**

In order to answer those questions, the research institute FIERI invites you to participate in a public event with the neighbourhood residents, local policy makers, shop keepers and local associations.

We will present the key findings of a research project carried out by FIERI on how different groups live together in the neighbourhood. The project, funded by the European Commission, has been carried out also in Genoa, Milan, Barcelona, Budapest, London and Nuremberg.

Discussion groups will follow. We will collect your opinions with the aim of formulating concrete proposals on how to improve the everyday life and inter-ethnic relations in the neighbourhood. The ideas will be reported to the City administration.

A coffee break with local products will be offered to all the participants.

**The event will be held at:**

**On:…**

We kindly ask you to register by writing to the following email ……. no later than ….

**Do not miss the event!**
**Raise your voice for a better Barriera**

With financial support from the European Commission

## Laboratory Template: elaborating policy recommendations on migrant integration

| | |
|---|---|
| **Description** | The document proposes a Template for participatory laboratories aimed at identifying key issues and policy recommendations in the field of migrant integration that should be addressed transnationally in the Alpine area. |
| **Source** | FIERI, CIPRA and EURAC<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

## Migrant integration in the Alpine area: identifying transnational policy issues and objectives

The Laboratory aims to gather experts, policy-makers, social workers and practitioners together in order to identify and discuss policy issues and objectives in the field of migrant integration that should be addressed transnationally to reach positive results.

***Structure***
*Introduction (10')*
Presentation of the Lab's aims
Presentation of the Lab structure.

*Inputs from experts (20')*
Identify 2-3 experts
Communicate 1-2 questions to the experts 1-2 in advance)
Possible questions:
According to your professional experience, what are the peculiarities of the Alpine area with regard to migrant integration? What are the specific potentials and the pitfalls?
In your opinion, what are the issues or areas of intervention where transnational cooperation would be needed or more fruitful?

*Policy Cafè*
Formation of the tables and explanation of the rules (5')
3 rounds of 20' each. (60')
Possible questions for the Policy Cafè:
What are the main changes needed to achieve migrant integration in the Alpine area? (first 2 rounds)
What kind of interventions are needed to achieve those changes? (third round)

Sharing the table discussions in the final plenary session (15')
Wrap up (5')

Materials: paper tablecloths, flipchart paper, maker pens, blackboards, a bell.

## Laboratory Template: local solutions for refugee integration

| | |
|---|---|
| **Description** | The document offers a Template for participatory laboratories aiming to identify policy responses in terms of public communication and engagement of the local communities. to the social challenges risen by the arrival of refugees in the Alpine area |
| **Source** | FIERI (Forum of International and European Research)<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

## Capacity building on refugee integration: how to prevent and reverse the fears of the local communities.

Starting from local good practices from the Alpine area, this Laboratory deals with the social challenges risen by the arrival of refugees and possible responses in terms of public communication and local engagement of the local communities.

***Structure***

*Introduction (10')*

Presentation of the Lab's aims, i.e. exchanging ideas and solutions on how to deal with some of the most challenging issues risen by the arrival of refugees in the Alpine area, namely social conflict and xenophobic backlash.

Presentation of the Lab structure.

*Inputs from best practice (30')*

Brief speeches of 2-3 inspiring practices that have to focus on the aspects concerning community engagement, public communication and awareness raising. Each speaker has 10' for his/her presentation.

*Inspiring Cafè*

Formation of the tables and explanation of the rules (5')

3 rounds of 20' each. (60')

Possible questions for the Inspiring Cafè:

What are the main challenges to social cohesion and peaceful coexistence posed by the arrival of refugees in the Alpine area, considering the differences in social environment between large-medium cities and small municipalities? (first round)

What responses and solutions in terms of public communication can we put in place to deal with those challenges changes? (second round)

What responses and solutions in terms of local community and refugee engagement can we put in place to deal with those challenges changes? (third round)

Sharing the table discussions in the final plenary session (15')

Wrap up (5')

Materials: paper tablecloths, flipchart paper, maker pens, blackboards, a bell.

## Guidelines to discuss and revise policy recommendations with stakeholders

| | |
|---|---|
| **Description** | The document provides guidelines to organise a stakeholder workshop aimed at sharing, discussing and possibly revising policy recommendations on how to strengthen pluralism in the Alpine area. |
| **Source** | FIERI (Forum of International and European Research)<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

## Format for the Regional Workshops aimed at discussing and revising the PlurAlps White Paper draft

One of the output of PlurAlps project is a White Paper with policy recommendations aimed to increase the territorial attractiveness and social cohesion of Alpine areas by fostering pluralism and addressing migration. The White Paper is developed through a participatory and bottom-up prices which engages decision-makers, stakeholders and experts operating in the Alpine area at local, regional, national and transnational level. Specifically, the main sources of inputs are the following:

1. the Labs of the mid-term PlurAlps Conference (May 2018, Turin)
2. WP1 of Pluralps project on the Analysis of Project Environment
3. PlurAlps pilot actions
4. Regional workshops involving local stakeholders which are called to assess and integrate the first draft of PlurAlps White paper

**Participants**: From 5 to 10 participants working at local or regional level (i.e., experts, policy-makers, practitioners, people from the the civil society organisations or the ethnic communities).

**Setting**: Closed-door workshop so that participants can speak freely without concerns for political consensus, neutral venue, a friendly setting with some beverage and food

**Materials**:

- Paper copies of the White Paper
- White Paper ppt.
- A projector for ppt is needed.
- Comments from the participants can be noted on a flipchart, or reported on the laptop and screen on the monitor

**Duration**: 150'

**Structure of the workshops**

*Presentation of PlurAlps (5')*

*Explanation of the overall process of White Paper development and the aim of the workshop (10')*

*Participants briefly introduce themselves (10')*

*Presentation of the White Paper (15')*
Presentation of the recommendations (ppt).
A copy of the White Paper can be distributed to the participants during the workshop or some weeks before by email.

*Assessment of the existing policy recommendations using the following Table (45')*
What has to be kept and what has to be dismissed?
On what recommendations transnational cooperation is regarded as particularly important and what concrete form it could assume?

*Break (15')*

*Possible new recommendations (40')*
What is missing?
***Attention!*** Explain to the workshop participants that the recommendations have to be ***specific for the Alpine area***.

*Recap of inputs* (10')

***Attention!*** Make the workshop participants aware that the Pluralps team is in charge of collecting and reconciling the different and maybe divergent inputs coming from all the workshops held throughout the Alpine area, and will be responsible for the final decision of what inputs will be kept.

## Guidelines for making participatory videos

| | |
|---|---|
| **Description** | The document provides some notes for making short videos and documentaries on good practices of migrant integration. |
| **Source** | COMPAS<br><br>EU-MIA project – European Migrant Integration Academy (http://www.eu-mia.eu/content_view) |

**EU-MIA: notes for documentaries**

***Video timing:***
Max 3-4 interviews per city/practice. Max 5-6 mins per interview. Max 1min for each answer.
Each documentary 10mins.
It could be useful to have one single long version of the 10 -or less- documentaries (50 minutes) collecting all the practices. Something like a "tour d'Europe" of integration policies.

***Possible key actors/interviewees:***

- officials/policy-makers in charge
- project partners or implementing actors beneficiaries
- eventually some critical voices (receiving community members, unhappy beneficiaries, etc.)
- other stakeholders (other relevant actors, researchers, etc.)

***Footage content:***

- interviews
- practices "in action" festival
- city areas/relevant neighbourhood/urban landscape

***Possible questions for video-interviews:***
(to be asked to officials, policy-makers, project partners, other stakeholders)

- Can you describe briefly main actions/activities of the project.....?
- What is the key integration challenge that the project X want to address?
- What do you consider innovative in the policy approach that you are experimenting?
- Which are the main obstacles? Which possible or experimented solutions?
- How do you assess sustainability/transferability of your project/practice?
- Which follow-up can you imagine for this practice?

***Possible questions for video-interviews:***
(to be asked to beneficiaries)

- Can you describe briefly the project/the practice?
- How do you assess the project? Which positive or negative-aspects?

## Video Contest on intercultural relations and integration in the Alpine area

| | |
|---|---|
| **Description** | The document provides possible guidelines for a Call for non-professional short videos made by young video-makers and focused on cultural diversity and/or the promotion of the Alpine areas through the valorization of their welcoming culture. After the acquisition of the copyright, the videos can be used for awareness raising activities on pluralism. |
| **Source** | Fondazione Franco Demarchi<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

# VIDEO CONTEST #PLURALPS

## 1. Contest object

**The Contest is organised within the Alpine Space project PlurAlps. Candidate videos have to be focused on cultural diversity and/or valorization of the target areas of PlurAlps project (Non and Sole Valleys) through the promotion of a welcoming culture and dialogue with migrants in the Alpine areas.**

## 2. Eligibility criteria

The requisites for candidates are the following

- Being under 30 years old
- Living in Non or Sole Valleys or submitting a video on those areas.

Fondazione Franco Demarchi is not responsible for the video shooting and post-production: any civil and criminal liability lies on video-makers.

## 3. Video requisites

Videos, including credits, have to not exceed 5 minutes length.
Each candidates or group of candidates can submit only one video each.
We would suggest to submit HD videos.
All audio-video techniques are eligible (eg. keep/stop motion cartoons, mobile videos, HD videos, etc.)

## 4. Terms and modes of participation

Videos can be sent by email to the following account (email address) using We Transfer, or delivered to Fondazione Franco Demarchi (address) through an USB key.
Candidates have to fill in the forms (application form and technical sheet) available at the following link: (web link).
The deadline is: dd/mm/yyy.
All the accepted videos will be uploaded on the Facebook page "Video Contest #PlurAlps" and can be voted by clicking Like from the dd/mm/yyyy.
The ten videos which will receive the higher number of Like by dd/mm/yyyy will be then selected by an Expert Jury.

## 5. Awards

**First Prize**: 300 euro coupon for buying video equipment.
**Second Prize**: 200 euro coupon for buying video equipment.
**Third Prize**: 100 euro coupon for buying video equipment.
**From fourth to tenth Prize**: Fondazione Franco Demarchi's bag and kit

## 6. Expert Jury

The Expert Jury, headed by the reference persons of the PlurAlps project, will select the first, second and third prize winners among the ten most voted videos at the Facebook page "Video Contest #PlurAlps". Appeals by candidates will not be accepted.

## 7. Final event

All the candidates will be informed about and invited to the final event organised by Fondazione Franco Demarchi where the Award Ceremony will take place.

## 8. Copyright

Fondazione Franco Demarchi will acquire the copyright on all the submitted videos from the candidates in order to show them both online and offline.

Candidates self-certify the following conditions:

a) Videos are original and/or royalty-free;

b) Videos do not include commercial advertising;

c) Individuals shot in the videos have conceded the right to use for free their images to Fondazione Franco Demarchi through specific release forms (add reference to the national law);

d) All release forms have to be delivered together with videos (add reference to the national law).

Submitted videos will not will not be given back to the candidates and can be use, mentioning the authors, as Fondazione Franco Demarchi's promotional materials within or outside its premises. In this case, Fondazione Franco Demarchi reserves the right to include in video credits its logo and a claim with the video author(s).
For what is not included in these guidelines, please consider the national law (law references).

## 9. Information

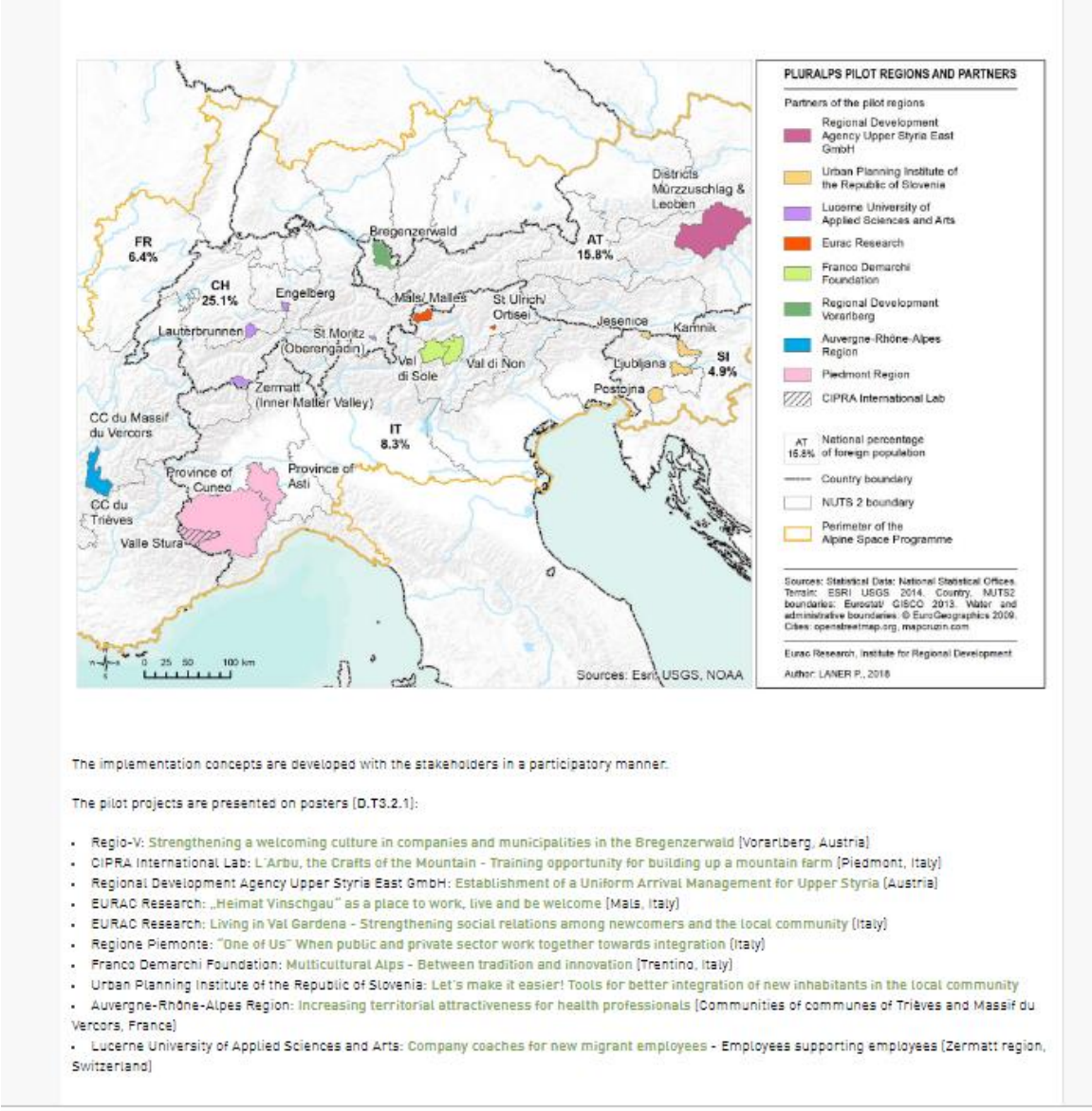
For further info: (email address)
The application to this Video Contest implies the acceptance of all the Articles of these guidelines.

## Web page template: dissemination and promotion of innovative practices

| | |
|---|---|
| **Description** | The webpage Template offers a possible solution to disseminate innovative practices and services aimed at fostering migrants' social integration, labour market integration and management of environment and landscape. It combines visualisation of the innovative actions' location with web links to charts which briefly describe the action themselves. |
| **Source** | EURAC and CIPRA International<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

## PlurAlps Pilot Projects

PlurAlps project partners have launched pilot projects in the fields of immigrants' social integration, labour market integration and management of environment and landscape. Local or regional implementation partnerships include municipalities, SMEs, NGOs and other stakeholders. Overall, more than 80 organisations and institutions participate in implementing the pilot projects.




The implementation concepts are developed with the stakeholders in a participatory manner.

The pilot projects are presented on posters (D.T3.2.1):

- Regio-V: Strengthening a welcoming culture in companies and municipalities in the Bregenzerwald (Vorarlberg, Austria)
- CIPRA International Lab: L'Arbu, the Crafts of the Mountain - Training opportunity for building up a mountain farm (Piedmont, Italy)
- Regional Development Agency Upper Styria East GmbH: Establishment of a Uniform Arrival Management for Upper Styria (Austria)
- EURAC Research: „Heimat Vinschgau" as a place to work, live and be welcome (Mals, Italy)
- EURAC Research: Living in Val Gardena - Strengthening social relations among newcomers and the local community (Italy)
- Regione Piemonte: "One of Us" When public and private sector work together towards integration (Italy)
- Franco Demarchi Foundation: Multicultural Alps - Between tradition and innovation (Trentino, Italy)
- Urban Planning Institute of the Republic of Slovenia: Let's make it easier! Tools for better integration of new inhabitants in the local community
- Auvergne-Rhône-Alpes Region: Increasing territorial attractiveness for health professionals (Communities of communes of Trièves and Massif du Vercors, France)
- Lucerne University of Applied Sciences and Arts: Company coaches for new migrant employees - Employees supporting employees (Zermatt region, Switzerland)

Source: https://www.alpine-space.eu/projects/pluralps/en/project-results/new-offers-and-services-for-migrants

A chart with the main features of each pilot action pops up when clicking on the relative link of the above web page. The chart is articulated according to the following Template:
**Title of the pilot action**
**Photos** (max 2)
**Short Description** (max. 200 words)
**Goals of the project**
**Contacts**

## Activating situation analysis

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| **Description** | The document provides guidelines for the so-called "situation analysis" aimed at combining desk-based research (literature, websites, media, statistics etc.) with participatory workshops, in order to capture local stakeholders' knowledge and understanding of a phenomenon. The involvement of stakeholders furthermore allows building networks in the early stages of the project, that is an important basis for future project activities. |
| **Source** | Lucerne University of Applied Sciences and Arts – Social Work<br><br>PlurAlps Projects – Interreg, Alpine Space (https://www.alpine-space.eu/projects/pluralps/en/home) |

Interreg Alpine Space PlurAlps

Lucerne University of Applied Sciences and Arts
HOCHSCHULE LUZERN
Soziale Arbeit
100 Jahre

**Activating situation analysis in the PLURALPS PROJECT Integration of Portuguese communities**

The Lucerne University of Applied Sciences and Arts – Social Work, cantonal integration offices, as well as local institutions and key stakeholders (including representatives of the Portuguese community), collaborate closely in a pilot project in the *Inneren Mattertal* region (Canton Wallis), in *Lauterbrunnen* (Canton Bern), in *Engelberg* (Canton Obwalden), and in *St. Moritz* (Canton Graubünden). In order to contribute to the integration of the Portuguese community, the project develops and implements locally adapted solutions in a modular and participative manner.

Proposed measures are context-specific and contribute to making the communities attractive sites for working and living and to establishing them (further) as sites of tourism. In order to collaboratively develop such contextualized solutions, the project makes use of existing resources and aims at creating synergies. Implemented measures and services are open to the public and learnings are shared with the wider community.

As a first step, a situation analysis has been conducted in the four project regions. This analysis serves as a basis for any measure to be developed. Participation and being open-minded in regards to outcomes are two key features of the analysis and in order to meet these criteria, we decided to use an activating situation analysis in our methodological approach. Such an activating situation analysis allows an iterative process, involves a variety of stakeholders, and therefore includes different perspectives. The involvement of these actors furthermore allows building networks in the early stages of the project – an important basis for any future project activity. But what do we mean by an activating situation analysis? What should be considered in its design and implementation? Unlike in a conventional situation analysis, the focus here lies on combining desk-based research (literature, websites, media, statistics etc.) with participatory workshops, in order to capture local stakeholders' knowledge and understanding of a phenomenon. Workshops are designed in an incremental manner and thus allow an iterative adaption of the analysis. Whereas the first workshop commonly involves a small selection of stakeholders, the kick-off event is open to the public and may bring up to 50 people together to discuss and develop ideas. Using PlurAlps-project in Switzerland as an example, the following table portrays an ideal-typical proceeding and highlights the goal and structure of each workshop.

## First workshop

| Methodological approach | Goals | Proposed stakeholders |
|---|---|---|
| 1. Round of introduction: professional and where appropriate personal background; connection/link to the Portuguese community in the region/community?<br>2. Framework (using handout to explain project level, project plan with milestones, and the ways of working)<br>3. Challenges in regards to the integration of the Portuguese community in the region. Collect impressions and subjective assessments in plenary and capture them on facilitation cards<br>- What are key challenges?<br>- Where and how do these challenges arise?<br>- What has been done in the past to mitigate these challenges?<br>- Who was involved in these measures?<br>- What has worked? What has not worked? Why?<br>➔ Prioritising, if necessary<br>4. What do we already know about the situation of the Portuguese community? (scientific studies and practical knowledge)<br>- Where are gaps in knowledge?<br>- Where is further investigation needed?<br>5. How can the target group be involved? Institutions? Key stakeholders? | - Getting to know each other setting the framework, preliminary definition of the problem and research question<br>- Gathering suggestions which actors (people, institutions) should be invited to a second workshop | - Project managers (Canton, region/community)<br>- Local key institutions<br>- Lucerne University of Applied Sciences and Arts – Social Work |

## Follow-up processing first workshop / preparation second workshop

| Methodological approach | Goals | Stakeholders |
|---|---|---|
| In a next step, the information captured in the first workshop is documented and, where necessary, enriched and completed with additional information (statistics, further studies etc.). On this basis, the methodology of a second workshop is decided upon. For the second workshop, the list of participants is enlarged and additional institutions and people are invited.<br><br>- Documentation of the available information<br>- Collect additional information and data; in consultation with the regional project managers, contact proposed participants for the second workshop | - Get an overview of subject area<br>- Recognise connections and interrelations<br>- Collect data and statistics to verify assumptions<br>- Schematic presentation of the analysis (mind map) | - Lucerne University of Applied Sciences and Arts – Social Work |

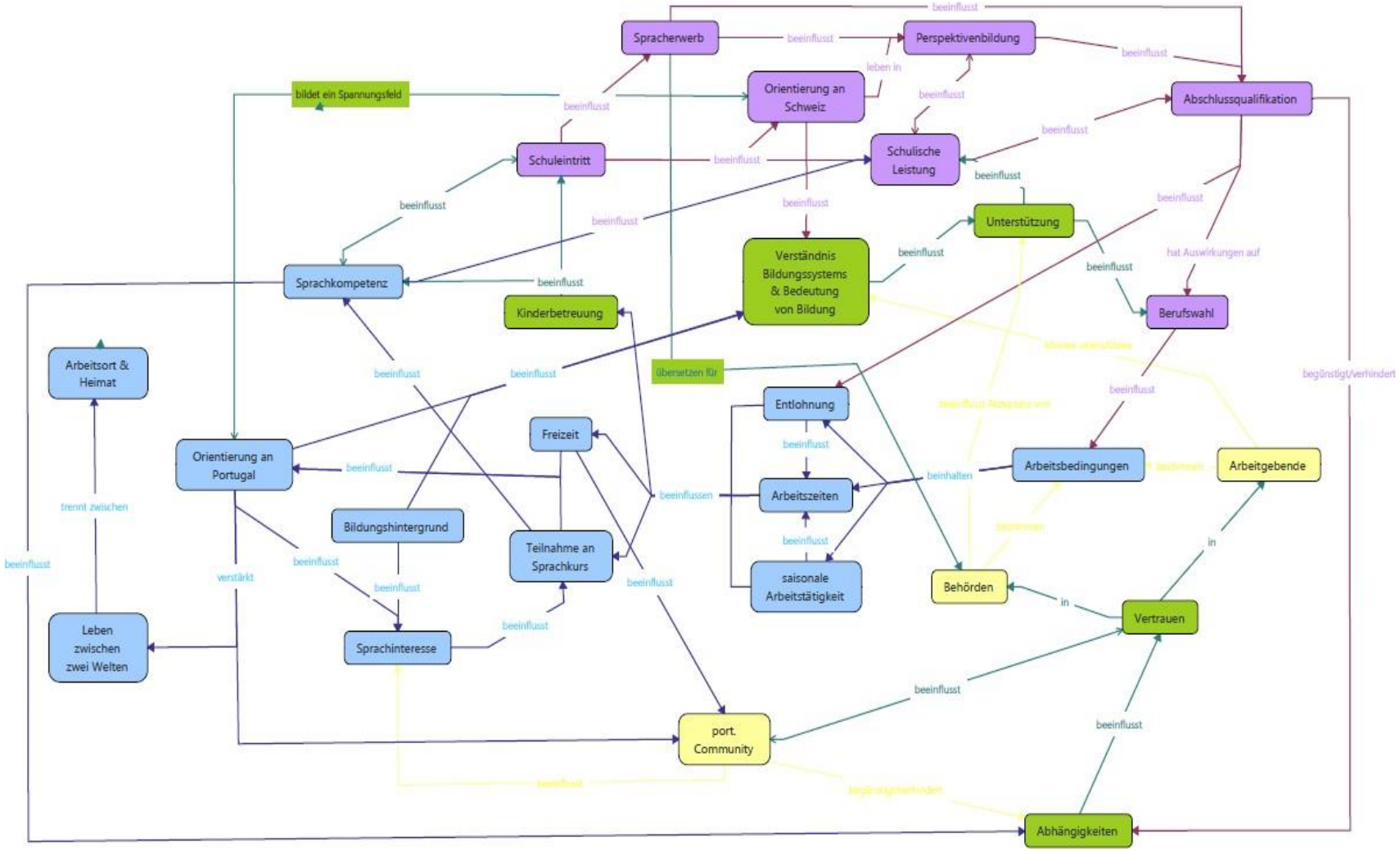
## Second Workshop

| Methodological approach | Goals | Proposed stakeholders |
|---|---|---|
| In order to gain an in-depth understanding of the subject area and to capture different perspectives, it is important to involve a comprehensive variety of key stakeholder in the second workshop. Also with the goal to activate and retain the participants for the Kick-Off Workshop.<br><br>1. Greeting and round of introduction<br>2. Project information and current state of knowledge<br>3. In-depth discussion of the previous findings and the challenges related to the integration of the Portuguese community<br>4. Suggestions of participants to be invited to the Kick-off Workshop<br>5. Next steps, targets and timeline<br>Planning of the Kick-off Workshop and defining next steps/tasks (Contacting participants Kick-off Workshop, room arrangements, advertising, etc.) | - Enrich the situation analysis and include key stakeholders<br>- Preparation of the Kick-off Workshop (content) | - Project managers (Canton, region/community)<br>- Representatives of the local school<br>- Local employers (SME)<br>- Portuguese Community<br>- Youth Workers<br>- School social workers<br>- Representatives of the local congregation<br>- Lucerne University of Applied Sciences and Arts – Social Work |

## Preparation Kick-off Workshop

| Methodological approach | Goals | Proposed stakeholders |
|---|---|---|
| Again, the first step after the workshop includes the documentation of the newly captured information. If needed, interviews with specific target groups can be conducted at this stage to clarify possible knowledge gaps in the situation analysis. Also, additional conversations with key stakeholders can be sought, if they are in need of extra activation.<br><br>- Documentation of the information from the second workshop<br>- If needed, preparation, conduction and documentation of interviews with selected target groups<br>- In consultation with the regional project managers, contact proposed participants for the Kick-off Workshop<br>- Conception and organisation of the Kick-off Workshop (Lucerne University of Applied Sciences and Arts – Social Work in consultation with the regional project managers) | - Documentation and presentation of the situation analysis (e.g. concept map, see annex) in order to portray connections and interrelations as well as to help visualise the complexity of the subject area | - Project managers (Canton,<br>- Lucerne University of Applied Sciences and Arts – Social Work |

## Kick-off Workshop

| Methodological approach | Goals | Proposed stakeholders |
|---|---|---|
| The Kick-off Workshop is open to the public and invites a broader audience for participation. The focus lies on participants' feedback on the situation analysis, e.g. through the discussion of hypotheses derived from the situation analysis. These discussions also help to identify common challenges and first ideas of measures that could be developed. Furthermore, the workshop should activate the participants for their involvement in thematically defined working groups. In these working groups, the discussion about the subject area is taken up and the group is tasked to develop short- and long-term measures. Generally, these working groups are in the beginning supported and guided by the Lucerne University of Applied Sciences and Arts – Social Work. Members of the working groups should have a strong interest in the subject area as well as the willingness to act as representatives of their community or institution. In return, they are tasked to promote the project within their community/institution and the wider community as well as to collect feedback, if needed. Measures are implemented in consultation and collaboration with the project managers.<br><br>1. Greeting and round of introduction<br>2. Project information<br>3. Previous findings and current state of knowledge<br>4. Collect feedback<br>5. Elaborate implications for the project and collectively develop suggestions of focus areas<br>- What needs to be taken into consideration when developing measures?<br>6. Sign-up for working groups<br>7. Next steps, coordination working groups | - Raise awareness, develop a shared perception and definition of the problem<br>- Establish a common basis for the development and implementation of measures<br>- Recruit and retain participants for the working groups<br>- Clarify next steps | - Project managers (Canton, region/community)<br>- Representatives of the local school<br>- Local language and culture teacher (*Lehrerin heimatliche Sprache und Kultur HKS*)<br>- Youth Workers<br>- Delegate local trade association<br>- local employers (delegate hotel association, delegate local trade association, delegate local tourism association)<br>- Portuguese Community<br>- Politicians<br>- Interested individuals from the local community<br><br>- Lucerne University of Applied Sciences and Arts – Social Work |

## Annex: Possible schematic presentation of the situation analysis in a concept map