

GOOD PRACTICE 1

The KomBI career counseling project, developed for the IQ (Integration through Qualification) network (The competency assessment)

<https://kombi-laufbahnberatung.de/>



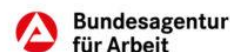
Gefördert durch:



Administriert durch:



In Kooperation mit:



1. General information

- Name of the practice: **The KomBI career counseling project was developed for the IQ (Integration through Qualification) network (The competency assessment)** <https://kombi-laufbahnberatung.de/>
- Country/Region of implementation: **Germany**
- Lead organisation(s): **Performplus GmbH**
- Period of implementation: start **2016-2021**
- Target population (e.g., TCNs, local community, specific subgroups): **individuals with foreign qualifications, TCNs**
- Project funding(s): **Federal Ministry of Labour and Social Affairs (BMAS)** in Germany. Specifically, it was part of the broader *IQ Network* (Integration through Qualification), which is a government-funded initiative aimed at improving the integration of people with foreign qualifications into the German labor market.

2. Objectives

The *KomBI* career counseling project started in 2016. It was developed as part of the *IQ* (Integration through Qualification) network to help integrate individuals with foreign qualifications into the German labor market by offering career counseling and competency assessments.

3. Context and needs

This project focuses on competency assessment and support for the integration of individuals with foreign qualifications into the labor market in Germany. Many people with foreign qualifications face challenges in having their skills and experience recognized in Germany. This leads to difficulties in accessing the job market, underemployment, or being stuck in jobs that don't fully utilize their abilities.

4. Key components

KomBI project combined direct counseling with practical support services, such as qualification recognition, language training, and job market guidance, to help

individuals with foreign qualifications successfully integrate into the German workforce. One of the central elements of the *KomBI* project was conducting *competency assessments*. Participants' skills, experiences, and qualifications were evaluated to help identify transferable skills and qualifications. This assessment was crucial for understanding how individuals' previous education and work experience could be applied in the German labor market. Personalized *career counseling* was offered to help individuals identify their career goals, understand their strengths and weaknesses, and develop a plan to improve their employability. Counselors provided advice on how to effectively navigate the job market and suggested possible pathways for career development, including additional training or certification programs. As part of the counseling and guidance, the project provided support for job placement. *Qualification Recognition Assistance, foreign language support* was provided too. Throughout the process, participants received individualized support based on their unique needs.

5. Stakeholders involved

The key stakeholders in the *KomBI* career counseling project were Federal Ministry of Labour and Social Affairs (BMAS), The *IQ Network* was a collaborative initiative that included a wide range of organizations and institutions working together to support the integration of individuals with foreign qualifications. These partners included: vocational training institutions, recognition bodies, employers and businesses, etc.

6. Methodology

Methods were designed to provide tailored guidance, assess competencies, and support the recognition of foreign qualifications: Competency assessment; Individualized Career Counseling / Personalized career counselling; Guidance on Qualification Recognition; Workshops and seminars; Referral to Language Training Job Market Research and Networking; Job placement support; Follow-Up and Monitoring; Individualized Action Plans.

7. Results and impact in short and long term

The *KomBI* career counseling project had both short-term and long-term results and impacts, benefiting the participants and contributing to broader social and economic goals. *Short-term results* included: Enhanced Recognition of Foreign Qualifications; Enhanced Recognition of Foreign Qualifications; Increased Job Readiness; Language Skill Improvement; Access to Job Opportunities.

Long-term results cover: Sustained Employment and Career Advancement; Economic integration; Social inclusions; Ongoing Contribution to the Labor Market; Sustained Skills Development

8. Evolution

Throughout its implementation period, the *KomBI* career counseling project likely evolved in response to emerging needs, feedback, policy changes, and the ever-changing dynamics of the labor market. This adaptability ensured that the project continued to offer relevant, impactful support to individuals with foreign qualifications and helped them integrate successfully into the German

workforce. *KomBI* career counseling project has likely evolved throughout its implementation period, adapting to the changing needs of participants and responding to feedback, as well as aligning with broader shifts in Germany's labor market and integration policies. The project adjusted to reach new or underserved demographic groups, such as young TCNs, women, or individuals with low levels of formal education, providing more tailored support to those who faced greater barriers to labor market integration.

9. Sustainability and scalability

The key factors that make the *KomBI* career counseling project adaptable for other regions or countries include: The universal need for competency assessments and qualification recognition; The importance of personalized career counseling and job market integration; The role of employer partnerships and language support; The ability to integrate digital tools for broader accessibility; A focus on long-term career development and social inclusion. The *KomBI* project's flexibility allows it to align with local laws and policies related to migration, integration, and employment. Other countries can adapt the project by ensuring that it fits within their specific legal frameworks, offering a localized version that respects national policies on labor market integration, qualification recognition, and migration. By adjusting these core elements to fit local contexts, the *KomBI* model can be implemented successfully in various countries or regions seeking to improve the labor market integration of individuals with foreign qualifications. The project fostered social inclusion and integration. This principle can be adapted in other regions to address issues such as social isolation, discrimination, and underemployment faced by migrants and refugees, making the project relevant across diverse sociocultural contexts, esp. with the focus on TCNs and their integration.

10. Challenges and lessons learned

The *KomBI* project faced several challenges, including the *complexity and bureaucracy of recognizing foreign qualifications*. Different countries have varying standards, making the process time-consuming and inconsistent. Additionally, the project worked with a diverse group of participants with different education levels, work experiences, and personal circumstances. This required flexible, personalized career counseling and competency assessments to address individual needs, from language skills to advanced qualifications. Engaging employers was also a challenge, as some were hesitant to recognize the value of foreign qualifications. The project learned the importance of ongoing labor market research to align services with industry needs and incorporating cultural orientation into counseling to help participants understand local work expectations. The key lessons learned include the need *for holistic support, flexibility, personalization, strong employer networks, and long-term integration*. Despite challenges, the *KomBI* project highlighted the value of personalized assistance and employer partnerships, offering a valuable

model for other regions and countries seeking to integrate individuals with foreign qualifications into the workforce.

11. Evaluation methods

The *KomBI* career counseling project was evaluated through a combination of **feedback from participants, quantitative metrics, and independent assessments** to measure its effectiveness and impact.

• Replication potential

After its conclusion, the project's outcomes and findings contributed to the ongoing development of integration programs, particularly in terms of labor market access for migrants and refugees.

The *KomBI* project is highly adaptable to other regions or countries, but certain adaptations are necessary to align with local qualification recognition systems, language needs, labor market demands, legal frameworks, and cultural differences. By conducting thorough research into local contexts and building strong local partnerships, the model can be successfully replicated and help improve the integration of individuals with foreign qualifications into new labor markets globally.

GOOD PRACTICE 2

WOHNPROJEKT Augsburg <https://wohnprojekt-augsburg.de/ueber-uns/>



1. General information

- Name of the practice: **WOHNPROJEKT Augsburg** <https://wohnprojekt-augsburg.de/ueber-uns/>
- Country/Region of implementation: **Germany**
- Lead organisation(s): **Wohnprojekt Augsburg e.V.**
- Period of implementation: start **2012-ongoing**
- Target population (e.g., TCNs, local community, specific subgroups): **TCNs**
- Project funding(s): Municipal funding from the City of Augsburg; German federal and state (Bavarian) government programs, aimed at social housing, migration, and integration; EU grants; Partnerships with NGOs and Social Enterprises; church-related organizations (Evangelische Kirche in Deutschland (EKD)).

2. Objectives



- The key objectives of the project include: Promoting social integration; Creating Cooperative and Community-Oriented Housing; Sustainable Urban Development; Fostering Cultural Exchange; Providing Support for Vulnerable Groups; Reducing Social Exclusion; Long-Term Social Cohesion; Demonstrating a Replicable Model.

3. Context and needs

The Wohnprojekt Augsburg initiative was implemented in response to the challenges arising from migration flows, housing shortages, and the need for social integration in a diverse urban context. The initiative aimed to address these issues by creating affordable housing that not only met the housing needs of migrants and refugees but also promoted social cohesion, cultural integration, and community building. Through cooperative living and the provision of support services such as language courses, job training, and social counseling, the project sought to create an environment where people from all backgrounds could coexist, thrive, and contribute to the local community in Augsburg.

4. Key components

The core of Wohnprojekt Augsburg is its *cooperative housing model*, where residents actively participate in managing and maintaining their community. This model fosters a sense of ownership, responsibility, and collaboration among residents. It promotes mutual support, where neighbors help one another with tasks (childcare, home maintenance, socializing). Common areas such (kitchens, gardens, meeting rooms) allow residents to interact and build a sense of community. These shared spaces are central to the project's goal of fostering a community-oriented living environment where social interactions can happen organically. *Peer mentoring programs* connect newcomers with established residents who can offer guidance, share experiences, and provide emotional support. This mentorship builds solidarity and helps integrate newcomers into the community. For residents dealing with personal challenges, including trauma or stress, the project offers *psychological counseling and social support services*. *Language courses* tailored to the needs of residents and *Cultural orientation programs* are offered to help newcomers understand local customs, workplace expectations, societal norms.

5. Stakeholders involved

The key stakeholders involved in the initiative are Stadt Augsburg (EN. City of Augsburg); Tür an Tür GmbH (EN. Door to Door GmbH); Diakonie in Augsburg (EN. The Diaconate of Augsburg); Wohnraum Für Alle – Integration braucht ein Zuhause (EN. Living Space For All – Integration Needs a Home); Bayerisches Staatsministerium des Innern, für Sport und Integration (EN. Bavarian State Ministry of the Interior for Sport and Integration); Evangelisch-Lutherische Kirche in Bayern (EN. Evangelical Lutheran Church in Bavaria)

6. Methodology



The project typically works on securing stable housing for marginalized groups, including refugees, low-income families, and other disadvantaged individuals. The initiative has helped hundreds of individuals and families secure affordable housing, though specific numbers can fluctuate depending on the timeline and the size of the project at any given time.

Wohnprojekt Augsburg e.V. also implements financial literacy programs or workshops to help residents, especially newcomers and marginalized groups, improve their financial management skills.

7. **Results and impact in short and long term**

Short-Term Impact includes immediate housing support for marginalized groups, such as refugees and homeless individuals, fostering their integration into the community. The organization promotes social inclusion through community-building activities, financial literacy programs, and job opportunities, often in construction and community management, particularly for marginalized groups.

Long-Term Impact focuses on providing sustainable, affordable housing with eco-friendly designs, fostering long-term social integration and cultural exchange. The project encourages economic self-sufficiency through skill-building programs and job security, while promoting self-governance within the community. Additionally, it prioritizes environmental sustainability by supporting green spaces and energy-efficient housing.

8. **Evolution**

Wohnprojekt Augsburg e.V. has evolved by broadening its target groups, refining its methodologies, incorporating feedback from residents, enhancing community governance, and adapting to financial or environmental challenges. This flexibility and responsiveness have been crucial in ensuring the project's relevance and success over time.

9. **Sustainability and scalability**

The key factors that make Wohnprojekt Augsburg e.V. adaptable to other regions or countries include its focus on inclusive, sustainable housing, community empowerment, economic self-sufficiency, and environmental sustainability. By adapting to local needs and leveraging partnerships, this model can address housing challenges and social integration in diverse global contexts, fostering resilient and empowered communities. Wohnprojekt's model can adapt quickly to crisis situations. This model allows for scalability. By starting with smaller, community-driven projects, the initiative can expand over time as resources and needs grow. This makes it adaptable to other regions with varying population sizes and available resources. The flexibility to adjust

the project based on local challenges (e.g., economic conditions, housing demand, or legal frameworks) makes this model versatile for implementation in different countries. The ability to collaborate with local authorities, non-profits, and businesses is a key factor in scaling and adapting the model. Forming partnerships can help with funding, policy alignment, and creating a broad support network. This approach can be easily replicated in other regions where strong local partnerships are essential for project success.

10. Challenges and lessons learned

There were several challenges in the implementation of Wohnprojekt Augsburg e.V., such as financing and resource management, bureaucratic hurdles, the integration of different groups and long-term sustainability. The project learned that strong cooperation with local authorities and private partners is necessary to ensure financial stability. Early discussions with authorities and adaptability to legal frameworks were crucial. The integration of migrants and socially disadvantaged groups was successfully managed through continuous dialogue and integration measures. Long-term sustainability was ensured by involving residents in self-management and through participatory models. Flexibility and adaptability were necessary to respond to external crises. Key learnings include the importance of partnerships, adaptability, participation, long-term planning and continuous feedback.

11. Evaluation methods

The practice of Wohnprojekt Augsburg e.V. was assessed through a combination of different evaluation methods to measure both qualitative and quantitative aspects. These include regular surveys and interviews with residents to determine their satisfaction and needs, as well as community meetings to gather feedback. Quantitative metrics such as the number of successfully integrated residents, job placement rates and financial metrics were also used. Independent evaluations by external experts and comparison with similar projects helped to assess effectiveness and sustainability. Long-term studies on the social and economic integration as well as the ecological sustainability of the project were conducted. The evaluation also took into account the achievement of project goals and adaptability to challenges. Overall, a combination of feedback, metrics and independent evaluation were used to measure the effectiveness and long-term impact of the project.

12. Replication potential

Wohnprojekt Augsburg e.V. is adaptable to other regions, but requires adjustments to local legal frameworks, cultural contexts, and resources. Key adaptations include aligning housing laws and building codes with local regulations, tailoring financial models to regional economic conditions, and addressing the unique challenges of marginalized groups, such as language

barriers and cultural differences. The community-building approach must be customized to fit local social norms, while sustainable housing features may need modification based on environmental conditions. Collaboration with local governments, NGOs, and stakeholders is crucial for successful implementation. Additionally, housing market conditions and available land will affect the project's approach. Monitoring and evaluation methods should be adapted to reflect local success indicators. By understanding local contexts and fostering partnerships, the model can be successfully implemented across different regions and countries.

GOOD PRACTICE 3

MigraNet plus in the funding program IQ – Integration through Qualification

<https://www.migranet.org/>

migra
net



1. General information

- Name of the practice: **MigraNet plus in the funding program IQ – Integration through Qualification** <https://www.migranet.org/>
- Country/Region of implementation: **Germany**
- Lead organisation(s): **Tür an Tür – Integrationsprojekte GmbH**
- Period of implementation: start **2023-2025 (ongoing)**
- Target population (e.g., TCNs, local community, specific subgroups): **TCNs, Refugees, Individuals with Foreign Qualification, Long-term unemployed Migrants, Low-skilled workers.**
- Project funding(s): The program is funded by the Federal Ministry of Labor and Social Affairs (BMAS) and the European Union through the European Social Fund Plus (ESF Plus).

2. Objectives

MigraNet Plus focuses on improving the labor market integration of migrants and refugees in Germany by enhancing their qualifications and providing support in finding employment opportunities. The project is part of the broader **IQ Network** which aims to improve the integration of migrants through various measures, including qualification recognition, language support, and employment assistance.

3. **Context and needs**

The MigraNet Plus project is implemented in a local and regional context marked by high migration flows, diverse demographic changes, and labor market challenges. It addresses key obstacles to migrant integration, such as the recognition of foreign qualifications, language barriers, unemployment, and social exclusion. By offering tailored support in these areas, the project aims to improve the economic self-sufficiency of migrants and refugees, contributing to their successful integration into German society and the labor market.

This project focuses on competency assessment and support for the integration of individuals with foreign qualifications into the labor market in Germany. Many people with foreign qualifications face challenges in having their skills and experience recognized in Germany. This leads to difficulties in accessing the job market, underemployment, or being stuck in jobs that do not fully utilize their abilities.

4. **Key components**

MigraNet Plus integrates a range of activities designed to improve the labor market integration and overall social inclusion of migrants and refugees. From recognition of foreign qualifications and language support to job placement, training programs, and social integration services, the project takes a holistic approach to addressing the diverse needs of its target groups. By offering personalized guidance and creating strong partnerships with employers and local stakeholders, **MigraNet Plus** helps migrants overcome the barriers they face in the German labor market and supports their successful integration into society.

5. **Stakeholders involved**

The key stakeholders in the project are Federal Ministry of Labour and Social Affairs (BMAS), various government agencies (local and federal), employers, vocational training institutions, NGOs, social workers, migrant communities, and research institutions. Their collaborative efforts are aimed at improving the integration of migrants into the workforce through better access to qualifications recognition, training, job placement, and social support.

6. **Methodology**

The MigraNet Plus project uses several methods to support the integration of migrants and refugees into the labor market. These include personalized

counseling and coaching to create individual career plans, language support with a focus on professional German skills, and qualification recognition assistance to help migrants have their foreign qualifications acknowledged. The project also offers job placements, vocational training, and internships to improve employability. Cultural orientation workshops help participants adjust to German social norms, while anti-discrimination training promotes inclusivity. Additionally, networking events and peer mentoring create a supportive community. Continuous monitoring ensures the effectiveness of interventions, adjusting them as needed. These combined efforts aim to enhance the migrants' professional qualifications and social integration into the workforce and society.

7. **Results and impact in short and long term**

Measurable outputs of MigraNet Plus include several key metrics to track its effectiveness. These may include the number of participants enrolled in the program, the number of foreign qualifications recognized, and the success rate of job placements secured by participants. Language proficiency improvements will be assessed through pre- and post-course testing. The program will track vocational training completion rates and evaluate participants' levels of social integration through surveys. A key outcome is the reduction in workplace discrimination, assessed via feedback from employers and participants. Additionally, the program will measure long-term success through follow-up data on employment stability and career progression, as well as engagement in networking and mentoring activities. These metrics will provide a comprehensive picture of the program's impact on migrant integration and employability.

8. **Evolution**

The target group of the MigraNet Plus project evolves to adapt to changes in migration flows, economic conditions, and the needs of migrants. Initially focused on refugees and newly arrived migrants, the project may shift its focus as migration patterns change, including different nationalities or migrant groups based on geopolitical events. Over time, it could expand to long-term migrants facing challenges in professional integration, language, or qualification recognition. Vulnerable subgroups such as female migrants, unaccompanied minors, or those with disabilities may also be included. As the first migrant generation integrates, the project might start focusing on second-generation migrants and their career development. Based on feedback, the project may address emerging needs like digital skills or psychosocial support. Additionally, policy or legal changes could create new groups needing tailored support. In essence, the project remains adaptable to the evolving needs of migrants and refugees in Germany.

9. Sustainability and scalability

The MigraNet Plus project can be adapted to other regions and countries by considering key factors such as legal and regulatory flexibility, cultural sensitivity, and local collaborations. Adapting the program to local laws and immigration policies is crucial, as is understanding cultural contexts and tailoring support to different migrant groups. Building partnerships with local governments, NGOs, employers, and training institutions fosters a supportive integration environment. Financial models should be adjusted to local economic conditions, while program delivery should be flexible, incorporating digital tools or remote learning if needed. Tailored support for vulnerable groups, like women and people with disabilities, is essential. Effective monitoring and evaluation systems, customized to local contexts, ensure the program's relevance and impact. By considering these factors, MigraNet Plus can be successfully implemented in various regions, supporting migrant integration effectively.

10. Challenges and lessons learned

The MigraNet Plus project faced several challenges during its implementation, providing valuable insights for enhancing its impact. One major challenge was bureaucratic and legal hurdles, particularly in navigating different immigration laws, work permit regulations, and the recognition of foreign qualifications. The key lesson was the importance of early collaboration with local authorities to ensure compliance and streamline procedures, especially as Augsburg in 2025 became the city with 51% of citizens with migration background. Diverse needs of migrants, including refugees, long-term migrants, and marginalized groups should be properly addressed. The solution is to provide personalized support based on the specific vulnerabilities of these groups. Assessing the impact of the project, especially in areas like social integration and long-term outcomes, is still challenging.

Navigating the complex legal and regulatory landscapes in different regions, including immigration laws, work permit regulations, and the recognition of foreign qualifications, was challenging. Ensuring compliance with these laws required close cooperation with local authorities and legal experts.

11. Evaluation methods

Each year around 1500 people are advised on qualification counselling.

The evaluation of **MigraNet Plus** involved a mix of participant feedback, quantitative performance metrics, long-term tracking, and independent assessment to ensure that the project meets its goals and could be improved over time for greater impact.

12. Replication potential



The **MigraNet Plus** project can be adapted to other regions or countries by considering key factors such as legal frameworks, cultural sensitivity, and local labor market dynamics. Legal adaptation is essential to align with varying immigration laws and work permit regulations, while cultural strategies should be tailored to local languages and integration challenges. Collaborating with local stakeholders, including authorities, businesses, and training institutions, is crucial for aligning the project with regional resources and labor needs. Financial models may need adjustments, with alternative funding sources like public-private partnerships or crowdfunding in areas with fewer resources. Additionally, the project must adapt to local digital infrastructure and offer specialized support for vulnerable groups such as women or minors. By adjusting monitoring systems and success indicators, the project can address regional priorities, ensuring its relevance and replicability in diverse global contexts.

GOOD PRACTICE 4

“Neustart im Team“ (NesT)

<https://www.bmi.bund.de/DE/themen/migration/asyl-fluechtlingsschutz/neustart-im-team/nest-artikel.html>



1. General information

- Name of the practice: **“Neustart im Team“ (NesT)**

<https://www.bmi.bund.de/DE/themen/migration/asyl-fluechtlingsschutz/neustart-im-team/nest-artikel.html>

NesT is an innovative government and social program that aims **to encourage people in Germany to take an active role in the resettlement of refugees** who are particularly in need of protection. The reception program is therefore aimed at committed citizens who are willing to take on a key role as mentors in supporting these refugees. **For refugees** who are particularly in need of protection, the reception program enables **close support from committed mentors** who make it easier for them to arrive in Germany and integrate into their place of residence.

- Country/Region of implementation: **Germany**
- Lead organisation(s): **the Federal Ministry of Interior and Community, Volunteers, Local communities.**

- Period of implementation: the project was **launched in 2019** as a government-civil society pilot project was established as a regular reception program **from 2023 (ongoing)**
- Target population (e.g., TCNs, local community, specific subgroups): **TCNs, Refugees, Local communities.**
- Project funding(s): The program is funded by Federal Ministry of the Interior and Home Affairs (BMI), the Federal Government Commissioner for Migration, Refugees and Integration (IntB) and the Federal Office for Migration and Refugees (BAMF) in cooperation with civil society partners and the UNHCR, the German Caritas Association, the Evangelical Church of Westphalia and the German Red Cross.

2. Objectives

The mentoring group project aims to: 1) Provide stable housing by offering refugees an apartment for one year or covering rent; 2) Facilitate integration through support with authorities, education, and job market navigation; 3) Foster community engagement via partnerships; 4) Offer mentorship; 5) Encourage long-term success.

3. Context and needs

The reception program “Neustart im Team” (NesT) offers committed citizens the opportunity to make an active contribution to the resettlement and integration of refugees in particular need of protection. “New Start in a Team” (NesT) has been a regular reception program since 2023 as part of the resettlement of refugees in particular need of protection, known as resettlement. Resettlement enables refugees who have been recognized by the United Nations Refugee Agency (UNHCR) as being particularly in need of protection to legally enter a safe third country from a country of first reception.

The refugees who enter via NesT are taken in through the federal resettlement program from countries of first reception such as Egypt, Jordan, Kenya, Lebanon, Libya and Pakistan, among others, because they can neither return to their home country nor remain in the country of first reception. UNHCR has determined that these people are particularly in need of protection.

In order to enter via NesT, at least four volunteer mentors in Germany commit to providing financial and moral support to these particularly vulnerable refugees. This creates additional resettlement places in Germany.

4. Key components

“Neustart im Team” (NesT) is a mentoring initiative designed to assist refugees in Germany with their integration and settlement. It offers stable housing support, either through providing apartments or covering rent for up to one year, along with personalized guidance from mentors. These mentors help refugees navigate daily challenges, such as dealing with local authorities, understanding

the education and job markets, and accessing social services. NesT operates through partnerships with municipalities, churches, and other local stakeholders, fostering community engagement and collaboration. The project pairs refugees with mentors who provide ongoing support, including practical advice on registration and integration into society. The key outputs include stable housing, mentor pairing, and sustainable financial support through community-based fundraising. The results show improved integration, enhanced self-sufficiency for refugees, and strengthened community cohesion, as local residents actively contribute to the refugees' settlement and long-term integration into German society.

5. Stakeholders involved

The key stakeholders in the “Neustart im Team” (NesT) project are **refugees, mentors, municipalities, church communities, local residents, social service organizations, and fundraising partners**. Refugees receive housing and mentorship, while mentors assist with integration. Municipalities provide resources, and church communities support financially. Local residents offer practical help, while NGOs provide additional services like language courses. Fundraising partners ensure sustainability. Together, these stakeholders foster successful refugee integration.

6. Methodology

The methods used in NesT focus on providing refugees with the tools, knowledge, and support they need to build self-sufficiency, establish long-term integration, and create strong community bonds.

The primary methods used in the "Neustart im Team" (NesT) project include mentorship, housing support, and community engagement. Local mentors are paired with refugees to offer personalized guidance, helping them navigate authorities, education, and the job market. The project provides stable housing for one year, ensuring refugees' security while focusing on integration. Workshops and informational sessions likely support refugees in understanding local systems like housing, education, and employment. Collaboration with municipalities, churches, and social service organizations helps provide additional resources and services. Local residents also engage by offering practical and emotional support, fostering community ties.

7. Results and impact in short and long term

The “Neustart im Team” (NesT) project aims to assist refugees in integrating into German society through housing support, mentorship, and community involvement. Key measurable outputs tracked in the project include the number of refugees successfully housed, either through direct apartment provision or rent coverage for one year. Another key output is the number of mentor-mentee pairs formed, with tracking of the duration and effectiveness of their engagement in guiding refugees through practical integration challenges.

Additionally, the project monitors the successful registration of refugees for school, daycare, and other essential services, which is a key indicator of integration. Employment outcomes are another measurable output, focusing on the number of refugees who gain access to the job market or secure employment. The level of community participation is measured through the involvement of local volunteers, municipalities, and church communities, alongside the amount of financial resources and services they contribute. Lastly, financial sustainability is tracked by the success in securing funding through partnerships, donations, and fundraising, ensuring the long-term viability of the project.

8. **Evolution**

The “Neustart im Team” (NesT) project has evolved throughout its implementation to adapt to emerging challenges and opportunities. Key areas of evolution include methodological adjustments, such as more structured training for mentors and the introduction of new tools to improve integration processes. The target group may have expanded over time, initially focusing on newly arrived refugees but later including those who have been in Germany longer but still face integration barriers. Based on feedback from participants and stakeholders, new elements such as additional language courses, legal aid, and digital skills training were likely integrated to enhance support. The project's collaboration with local stakeholders, including NGOs, businesses, and government agencies, may have expanded to ensure better resource mobilization and long-term sustainability. Additionally, the NesT project likely adapted its fundraising strategies to secure continued financial support, reflecting its commitment to addressing the evolving needs of refugees and ensuring long-term success in integration.

9. **Sustainability and scalability**

The “Neustart im Team” (NesT) project can be adapted to other regions or countries by focusing on several key factors. First, aligning with local immigration laws and refugee support regulations is crucial, ensuring that the project complies with legal frameworks and provides refugees access to essential services. Cultural sensitivity is equally important; the program should tailor mentoring and support services to the local context, considering language, customs, and integration challenges. Building strong local partnerships with governments, NGOs, religious communities, and other stakeholders is vital for resource mobilization and long-term sustainability. Additionally, the project's financial sustainability can be secured through diverse funding sources, including public-private partnerships and local fundraising efforts. Involving local communities and volunteers fosters social cohesion, reduces tensions, and ensures refugees feel supported. The program must also be scalable and flexible, adjusting based on migration flows and available resources. Finally, continuous

feedback from participants and stakeholders allows the project to evolve, ensuring it remains responsive to refugees' needs.

10. **Challenges and lessons learned**

During the implementation of the "Neustart im Team" (NesT) project, several challenges arose, offering valuable lessons for improvement. One of the major hurdles was legal and regulatory barriers, as the project had to navigate varying immigration laws, work permits, and refugee support regulations in different regions. Adapting the project to diverse legal frameworks required flexibility and thorough consultations with local authorities to ensure compliance and timely access to resources. Another significant challenge was cultural and social integration, as refugees often faced difficulties adjusting to local communities due to cultural differences and language barriers. The project learned that providing culturally sensitive support, including tailored language courses, was crucial to overcoming these challenges and fostering social cohesion between refugees and their host communities.

The project also struggled with resource constraints, especially its reliance on donations and external funding. This created a potential risk for the long-term sustainability of the initiative. From this, NesT realized the need to diversify funding sources, strengthen partnerships with local stakeholders, and secure sustainable financial backing to ensure the continuation of services. Furthermore, scalability and adaptability posed a challenge as the scale of refugee arrivals varied greatly across regions. The project had to learn to be adaptable, offering flexible support tailored to the size and needs of the local refugee population, thus creating a scalable model that could be replicated in different contexts. Additionally, the coordination among stakeholders, including municipalities, NGOs, religious communities, and volunteers, presented obstacles due to differences in priorities and operational capacities. The lesson here was the importance of effective communication and strong collaboration, ensuring alignment of efforts and seamless resource sharing.

11. **Evaluation methods**

Feedback from refugees, mentors, and local stakeholders, gathered through surveys, interviews, and focus groups, helps assess the project's effectiveness in addressing integration challenges and providing housing and mentorship. Quantitative metrics, such as the number of refugees housed, mentor-mentee pairings, successful education registrations, and employment outcomes, provide objective measures of success. Independent assessments from external consultants or researchers evaluate the project's impact, offering insights into its strengths and areas for improvement. Additionally, ongoing internal monitoring tracks key activities, ensuring responsiveness and adaptability. These evaluation methods ensure that the project continues to meet its goals and can make necessary adjustments for greater success in refugee integration.

12. Replication potential

The “Neustart im Team” (NesT) project is highly adaptable to other regions or countries, but successful implementation requires careful adaptations to local contexts and needs. Legal and regulatory frameworks, such as immigration laws and work permit systems, must be considered to ensure compliance with local regulations. Cultural sensitivity is crucial, as different cultural contexts may require customized mentoring, language support, and community engagement strategies to ease integration. Local partnerships with governments, NGOs, and community organizations must be forged to leverage local resources and ensure sustainability. Financial sustainability models may need adjusting depending on the local economic landscape and available funding sources. Community engagement, essential for integration, could vary by country depending on local attitudes towards refugees, making tailored community-building efforts important. Scalability is vital to accommodate different refugee population sizes, and the evaluation process should focus on local outcomes like employment and educational success. By considering these factors, the NesT project can effectively support refugees in diverse regions, facilitating their integration.

GOOD PRACTICE 5

Initiative für Flüchtlinge Augsburg (IFFA) / EN. Initiative for Refugees Augsburg
Augsburg <https://iffaugsburg.de/>



1. General information

- Name of the practice: **Initiative für Flüchtlinge Augsburg (IFFA) / EN. Initiative for Refugees Augsburg**
- <https://iffaugsburg.de/>
- https://x.com/iff_augsburg
- <https://www.facebook.com/iffa.augsburg.3/>
- <https://www.instagram.com/iffaugsburg/>
- Country/Region of implementation: **Augsburg, Germany**
- Lead organisation(s): **Initiative for Refugees Augsburg (IFFA) - The project is an initiative of private individuals. No legal entity is involved.**
- Period of implementation: **February 2019 (ongoing)**
- Target population (e.g., TCNs, local community, specific subgroups): **Refugees and migrants, TCNs in Germany, especially in Augsburg and the surrounding area.**
- Project funding(s): No funding/ no financial support. It is an initiative implemented by TCNs.

2. Objectives



Diverse help for refugees & migrants. Support with integration, help with language acquisition, support with finding accommodation, organization of exchange of experiences and information on various topics, holding seminars and webinars on integration & the labor market, promoting social participation. Implementation of joint projects with national & international organizations.

3. Context and needs

The Augsburg Initiative for Refugees (IFFA) was founded in the local area of Augsburg and is supported by volunteer refugees and migrants themselves. The members have had their own experiences with the challenges of integration, have overcome many difficulties and some are still in the process of integration. This is precisely why their focus is on helping other refugees voluntarily so that they can overcome their difficulties more easily.

Challenges that IFFA addresses:

Finding housing: There is a lack of affordable housing in Augsburg, especially for refugees. Bureaucratic hurdles make access even more difficult.

Language acquisition: Many migrants have difficulty learning German, which delays their social and professional integration.

Labor market integration: Recognition of qualifications, job searches and access to training or qualification measures are major challenges.

Social isolation: Refugees often have little contact with society, which makes integration difficult.

IFFA is therefore committed to the following measures: Advice and support for integration; Help with language acquisition and access to courses; Support in finding accommodation; Organization of exchanges of experience and information events; Seminars and webinars on integration and the labor market; Promoting social participation through joint activities; Cooperation with national and international organizations.

IFFA's main location is Augsburg, and its main target group is refugees in Augsburg. At the same time, the initiative is also aimed at people throughout Bavaria who have similar challenges.

4. Key components

The main component of the initiative is peer mentoring, where refugees or migrants with experience in integration, language learning, or job searching in Germany share their knowledge with new arrivals. This fosters a trusting, equal support system.

The Augsburg Initiative for Refugees (IFFA) is a self-help organization founded by refugees and migrants to support others in similar situations. Its activities include:

- **Peer mentoring & self-help:** Support from those with refugee experience, exchange of integration experiences, and assistance with daily challenges.
- **Language support & education:** Help with learning German and recognizing qualifications.
- **Labor market integration & advice:** Guidance on training and educational opportunities, seminars/webinars on professional qualifications.
- **Apartment search & social integration:** Assistance in finding housing.
- **Promoting social participation:** Joint activities to foster inclusion.
- **Cooperation & projects:** Collaboration with local and international organizations to promote integration and equal opportunities.

Through these efforts, IFFA empowers refugees to take initiative and actively integrate into society.

5. Stakeholders involved

The most important stakeholders of IFFA are:

Refugees & Migrants (main actors) – As a self-help organization, IFFA consists of people with their own refugee experience who support each other.

Migrant organizations & associations – Collaboration with various associations to share resources, knowledge and networks

Civil society & volunteers – Volunteers who support refugees by helping with human needs.

6. Methodology

The initiative's methodology focuses on providing direct, empathetic support to immigrants, especially those who arrived through forced migration, to aid their integration into German society. Key components include:

- *Psychological and Emotional Support:* The initiative offers sensitive assistance, particularly in the early stages of integration, where refugees often require psychological help. It emphasizes solidarity, ensuring refugees feel they are not alone in overcoming challenges.
- *Language and Practical Assistance:* The initiative helps refugees with language barriers by providing interpreting services and support with official matters, especially during their initial phase in Germany.
- *Regular Events and Information Exchange:* The initiative organizes events to encourage the sharing of experiences and information, offering targeted help and fostering connections among refugees to facilitate their integration.
- *Joint projects are developed in cooperation with various organizations* to support migrants in different ways.
- *Human rights violations are also addressed through public events.* The initiative draws attention to human rights violations in various regions of the world and is actively committed to making these injustices visible and promoting their prevention.

This approach ensures comprehensive support, addressing both emotional and practical needs while creating a collaborative environment for refugees to navigate their integration challenges.

7. Results and impact in short and long term

The initiative has supported over 300 families and 200 individuals through various forms of assistance, including help with accommodation, document completion, interpreting, everyday needs, and support for raising children and young people. More than 50 seminars and webinars on various topics were held to aid refugees' integration.

Human rights violations were addressed in over 15 public events, and 3 art exhibitions were organized to present these issues creatively. The initiative collaborated with several associations to implement more than 5 projects focused on refugee integration and the education of children and young people. As a result of this support, over 150 individuals with at least a university degree were able to secure employment quickly. Additionally, more than 300 people have reached a B2 level in German.

8. Evolution

As a self-help organization, this initiative enables those who have received support to later join and assist others in need, creating a cycle of mutual aid. Volunteers contribute to the initiative's diversity by sharing their knowledge, skills, and experiences. They bring valuable expertise, as well as new ideas and projects, to enhance the initiative's impact.

This approach allows the initiative to grow steadily, much like a snowball effect, evolving into a continuously expanding civil society movement driven by voluntary commitment.

9. Sustainability and scalability

- The main key factors that can make this practice adaptable for other regions or countries include:

Self-help and Peer Mentoring: The initiative is built on the principles of self-help and peer mentoring, where individuals with firsthand experience of migration and integration challenges offer support to others in similar situations.

Volunteering: Driven entirely by volunteers, the initiative is highly replicable in various contexts. In regions with an active volunteer community, this model can be easily implemented without requiring significant financial resources.

Intercultural and Community-Based Work: The initiative fosters exchange and collaboration between different cultures and social groups, which is especially important in multicultural societies. This approach can be adapted to other regions facing similar integration challenges.

Flexibility and Adaptability: The initiative is designed to be flexible, allowing it to be tailored to local needs. Its ability to adjust its offerings based on regional and migrant-specific needs makes it highly adaptable.

10. **Challenges and lessons learned**

The initiative was founded by migrants on a voluntary basis and does not have any financial resources. All types of organizations and events are carried out through the own efforts and efforts of the people who volunteer to participate in this initiative. Therefore, the lack of financial resources leads to the initiative achieving a performance that remains far below its potential. Since the initiative is not a legal entity, it is also not possible to receive direct financial support or to receive financial resources as part of a project.

Despite these challenges, the initiative has had a very positive acceptance in the region in which it is active. Both local public institutions and civil society organizations and individuals have received with appreciation the fact that the members of the initiative, despite being in need themselves, try to help others. For this reason, the initiative represents a significant value.

11. **Evaluation methods**

There are no quantitative criteria for evaluating the initiative. However, although the initiative has not had any financial resources at its disposal since its founding, it continues to be actively run - even if the founding members are still in the process of integrating and need support themselves. In addition, the initiative is growing continuously and gaining more and more participants who are getting involved.

12. **Replication potential**

This project can be easily implemented in any region and country. From the very beginning, the activities of the initiative were publicized through social media. As a result, it was found that the activities of this initiative have been met with positive approval in Germany, Europe and even in various places around the world. It is emphasized that this civil society movement, consisting of volunteers, represents a special example that deserves recognition.