SPRING

How can Good Practices be Transferred /Upscaled?

SPRING has received funding from the European Union's Horizon 2020 research and innovation programme under the grant agreement 101004635.

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Trends and Key Features of Transferability

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Title	How can Good Practices be Transferred/Upscaled? Trends and Key Features of Transferability
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SPRING is an EU-funded project focusing on the integration of recently arrived migrants in the context of the large-scale arrivals of refugees and other migrants since 2014. It aims to develop a toolbox to improve the innovation, effectiveness and sustainability of the work done by Europe's integration stakeholders at national, regional and local levels. The project mobilises significant research, networks and communications capacity and gathers, summarises and shares the best available research and evidence on the effectiveness, innovation, transferability, sustainability and evaluation methods for integration policies and practice.

The SPRING Platform integrationpractices.eu is the main hub to make the project results available to practitioners as well as to the general public.

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Summary

As part of the Sustainable Practices of Integration (SPRING) initiative, this analysis aims to assess the emergence and transfer of practices within countries and across borders. First, Migration Policy Group classified examples of practice transfers according to territorial context, intervention areas, types of measures, target groups, etc., thereby seeking close alignment with the SPRING taxonomy. In a second step, the practices were mapped, taking into account the time of the first implementation, policy context, and funding background, in order to track processes of transfer, learning, and adaptation. The analysis also refers to the further spread and scalability of transferred practices, looking into where and under which circumstances practices experience growth and multiplication. Special attention was given to the territorial context, i.e. levels of governance, and the related challenges and obstacles. The analysis is based on desk research and interviews with practitioners (including EU mutual learning networks) associated with examples of particularly successful transfers, leading to insights about the concrete mechanisms and frame conditions of policy learning. Based on this analysis, a more comprehensive understanding of the notion of transferability emerges.

The analysis shows that knowledge transfer is not accessible and inclusive enough. Practices are more likely to be transferred within the same regions of Europe and usually from national level to regional or municipality level. The budget needed for the implementation of a practice and funding

source can also affect the likelihood of transferability. Specific integration areas such as health and housing are less represented among the transferred/upscaled practices identified in this study.

Our analysis of the process of transferability shows that practitioners usually get inspiration from other countries, cities or municipalities during mutual learning meetings. A needs analysis of the area where a practice is intended to be transferred is an essential first step which is usually followed by a study visit and a feasibility analysis in the receiving context. Adapting the practice to the new context and regular assessment of transferred practice are also important steps in the process.

1. Introduction

Transferability of a good practice can be broadly defined as the extent to which a practice can be easily adapted and used in other contexts. It refers to how a policy or practice can be transferred from one country or region to another context and to the elements that should be considered during transfer. Upscaling[1], on the other hand, refers to the process of expanding the effects of a practice not only to a larger group of beneficiaries, but also to achieve longer-term changes in practice and belief (depth), continuation of intervention effects after initial implementation (sustainability), and strong ownership of the reform. In general, migrant integration practices have been spreading across Europe and similar projects and methodologies have drawn attention (e.g., integration courses and tests, one-stop-shops). However, knowledge about elements of transferable/scalable practices and the process of transferability remains limited.

Transferability is also undermined by a lack of understanding of the transfer process itself and of practitioners' specific national, regional, or urban vs. rural contexts. The existing European infrastructure does not track the transfer of practices across contexts and only provides practical resources and lessons to ease the transfer process in a very circumscribed way. For example, the presentation of selected 'best practices' are rarely accompanied by access to the practices' available training and practical templates/materials that can be used/adapted or by information on the type and results of the evaluation conducted.

When practitioners are presented with an international best practice, they usually think about the practical obstacles to the transferability of practices and the differences in their specific context. These obstacles may be differences in the immigrant or national population, immigration policies

and reception infrastructures, available information, services, resources, and procedures, etc. Techniques and lessons for this type of creative problem-solving would be directly useful for practitioners who need to adapt the practice and convince stakeholders of the feasibility of a pilot or the value of changing their services and standard operating procedures.

These practical obstacles to the transferability of knowledge and practices across countries and contexts requires a systematic stock-taking focused on learning as well as tools that help practitioners to identify the right answers to their questions. Therefore, this report seeks to:

- Analyse trends in transfer, adaptation, and upscaling;
- Present a mapping of selected integration practices which have been transferred to other contexts;
- Present the key features of transferable practices, factors that facilitates adaptation of a practice to different contexts and the process of transferability;
- Examine the cases of growth in integration practices;

2. Existing Efforts on Transferability and Scalability of Integration Practices in the EU

Academic works on the transferability and upscaling of policies and practices are rather limited. Policy transfer research is more alive than research on the transfer of good practices. Among existing examples, Bonjour (2014)[2] looks at the EU's role on the transfer of pre-departure requirements for family members among EU Member States, while Vos and colleagues (2016)[3] provide an overview of the literature on policy transfer studies. The field of upscaling promising practices in refugee and newcomer integration has hardly been analysed so far. On these premises, Koehler and colleagues'[4] work makes a contribution to the field of upscaling promising practices in refugee and newcomer education by linking existing frameworks on upscaling social innovation, innovation in education in general, and refugee education in humanitarian settings to the context of refugee and newcomer education in Europe.

In addition, research on the influence of mutual learning on migrant integration is on the rise. For example, Orton (2014)[5] explores how dialogue between policymakers from different countries can help generate learning which responds to the dilemmas they face when seeking to integrate migrants more fully within local communities. Turin and colleagues (2021)[6] discuss involving migrant communities for knowledge co-creation. Ewijk and Baud (2009)[7] analyse knowledge exchange and mutuality between Dutch municipalities and municipalities in countries of origin.

Although formal knowledge and tools to facilitate the transferability and upscaling of practices remains limited, there are several efforts in the EU that are worth mentioning. For example, The Action Plan on Integration and Inclusion (2021-2027) underlines identifying and exchanging good practices through mutual learning activities among Member States. Mutual exchange and transferring good practices are key concerns in many EU programmes. In particular, they have been prioritised within the European Social Funds (ESF) and the current ESF, with a Transnational Cooperation Platform launched in 2020 following thematic networks in place since 2015, as well as an annual mutual learning conference on the Labour Market Integration of Migrants. An ESF brochure includes 27 examples of social innovation initiatives across the European Union, one from each Member State[8]. A significant number of these initiatives targets migrant populations. The brochure highlights the diversity and success of existing social innovations in Europe, aiming to raise awareness of the significant positive impact that such innovations can have on people and communities. Its goal is to inform Member States, organisations, and other actors about existing good practices on social innovation, facilitating learning exchange and transnational cooperation, particularly in the context of the ESF+ in the current 2021 to 2027 programme period. It provides information about the potential for transferability and key conditions to be transferred to other countries. The ESF Social Innovation+ initiative, recently established in the 2021 to 2027 Multiannual Financial Framework (MFF) to supplement the ESF's Employment and Social Innovation strand (EaSI), has also developed a toolkit for scaling up social innovations in the ESF context, which incorporates a screening tool adapted to different origins of social innovations and different routes to scale up. Another instance of an EU programme scheme explicitly created to foster mutual learning and transfer of good practices is the ERDF-funded URBACT scheme. In its role of supporting multiannual transnational networks of city authorities and urban stakeholders, it has also supported numerous projects within the integration.[9] In another example, an ERDF-funded programme, the Urban Innovative Action initiative, explicitly aims to support high-quality experimental practices - including those supporting the integration of migrants and refugees - which can be upscaled and transferred to other urban regions.

This focus on mutual learning and policy transfer in EU programmes testifies to the fact that, in a broader sense, the EU is a "massive transfer platform" which creates opportunities for the diffusion of knowledge (Radaelli 2000)[10]. Nowadays, integration communities of practice and policymakers have at their disposal an infrastructure of general integration information and networking platforms, both at the European and national level. Efforts to document, disseminate, and analyse the impact of initiatives in the area of integration on the European level date back to the early 2000s. They intensified in the wake of the Hague Programme and the increased attention

to integration, initially often still connected to migration (as a process) and migration policies, for example in the context of the European Migration Network (EMN) and the European Integration Network (EIN), which brings together representatives of national public authorities – mainly from the ministries responsible for migrant integration – from all the 27 EU Member States, as well as two EEA countries, Iceland, and Norway. Partly as a result of what could be called the first decade of migrant integration policies at the European level, there has been a large and growing number of studies and reports aimed at disseminating "good practices" or at more critically analysing their design, objectives, and impact. In addition, there is now a broad range of platforms (such as the European Migration Forum, EMF) and networks (such as various networks of municipalities working on integration and NGO networks working on a broad range of issues), while a broad range of knowledge brokers as well as academic institutions engaged in policy research serve the need for knowledge exchange and (policy) learning. In terms of documentation structures, the European Website on Integration (EWSI) is the European Commission's official one-stop-shop for information on integration, including a collection of more than 1,300 good practices, thousands of documents and attracting over 50,000 visitors per month.

Beyond the EU realm, the notion of policy learning and good practice exchange also ranks high on the agenda of European networks. For over 10 years, cities have exchanged and incubated good practices via the Council of Europe's Intercultural Cities Programme (ICC). At the EU level, integration projects and exchanges occur through the representative umbrella organisations of cities and regions (CEMR, EUROCITIES, CPMR and AER). These actors came together in 2019 under the Committee of the Regions' "Cities and Regions for Integration'' platform to, among other actions, increase the number of locally and regionally funded practices uploaded onto EWSI. Over the past 12 years, cities have regularly participated in EU consultative fora on integration, such as the EMF. Since 2016, the Urban Agenda for the EU launched a Partnership on the Inclusion of Migrants and Refugees which was one of the Urban Agenda's most productive in terms of outputs and policy impact, including piloting an 'Urban Academy' geared towards knowledge exchange.

The EUROCITIES 'Charter of Integrating Cities', resulting from the Integrating Cities process and signed by 42 cities since its launch in 2010, has been an agenda-setting initiative linked from the beginning to the idea of transnationally spreading and scaling good practices. Its 2010 report highlighted models, set out recommendations, and defined fields of policy actions. A series of network projects funded from the EU Commission from 2007 on have aimed at assessing practices and policies in the promotion of diversity and equality through peer review and benchmarking.[11]

Transnational civil society organisations and expert networks also regularly engage in activities and projects which include elements of mutual learning and aim for the transfer of good practices among members. Examples include SHARE (refugee resettlement, sponsorship and relocation), PICUM (undocumented migrants), ECRE (beneficiaries of international protection and asylum seekers), SIRIUS (migrant education), or ENAR (anti-racism).

However, the large number of initiatives, projects and programmes implemented in different countries and at different geographical scales renders it challenging to identify relevant initiatives to draw lessons from, even though availability of information is not necessarily a problem per se. For example, EWSI makes a large amount of information on relevant practices and research available, but as with other repositories of integration practices, the presented content is rather descriptive.

There is also a degree of horizontal fragmentation within particular communities of practices. For example, participation in integration networks on the municipal level is typically limited to selected medium-sized and large cities, while capacity building initiatives are now funded under programmes such as INTERREG, among others focusing on rural areas and smaller and medium-sized municipalities. While fostering transnational, horizontal networks, the distinct EU funding programmes clearly also have a segmenting effect, by nurturing practitioner communities benefitting from e.g. AMIF, ERDF, ESF+ or Erasmus+, with often few interactions between participants of the various "programme worlds."

3. Methodology

Having all this in mind, it needs to be iterated that there is clearly room to make knowledge transfer practices more accessible and inclusive. Despite the strong emphasis on mutual learning and good practice transfer in EU programmes and European networks and organisations, there is a dearth of analysis on the actual patterns of transfer and the success factors which facilitate the transfer process.

To get closer to a more comprehensive understanding of the transferability of practices, several steps have been taken to identify and map practices which were scaled up or transferred from one context to another, and to define key steps in transferring/upscaling good practices as well as key features that facilitate transferability and upscaling.

A literature review and desk research have been conducted to identify existing studies and efforts about transferability of good practices. Existing practices that have been transferred or upscaled have been mapped. Semi-structured interviews with members of the European Integration Network from Spain, Luxembourg, Belgium, Estonia, Latvia, and Czechia were conducted to identify transferred/upscaled integration practices, collect information about the transfer process in the respective Member States, and to get insights about concrete mechanisms and frame conditions of good practice transfers. An additional interview was conducted with the project manager of the Inclucities project which can be considered a live case for an attempt to transfer practices. As a result of this research and interviewing process, 24 transferred and/or upscaled practices (See Table I for an overview and Annex I for details) were identified and analysed. To track processes of transfer, learning and adaptation, identified practices were classified according to integration areas, their target groups, geographical coverage, the time of their first implementation and their funding background. The analysis also referred to the potential to further spread and scale the identified practices, looking into where and under which conditions practices can experience growth and multiplication.

Table I: Overview of transferred/upscaled practices

Title of the Practice	**Geographical Coverage**	**Inspiration (from/to)/Growth**
Language Immersion Programs	Estonia	From Canada
One-stop-shop / Counselling services of the Estonian Integration Foundation	Estonia	From Czech Republic, Germany and Hungary
Estonian Language Houses	Estonia	From Dutch House in Brussels
Settle in Estonia	Estonia	From Luxembourg
Organizing language training for new immigrants, coordinating multicultural groups	Estonia	From Finland
Interest (Reimbursement of Estonian language learning expenses)	Estonia	From US Embassy in Estonia
Centres for Support of Integration of Foreigners	Czechia	From Portugal and Austria
Integration Courses	Czechia	From Czechia
Maison des Femmes (Women's House)	Brussels (BE)	To Saint Jean de la Ruelle (FR)
Buddies with refugees'	Mechelen (BE)	To Capaci (IT)

Urban Innovative action project MILMA	Fuenlabrada (ES)	To Livadia (GR)
CAMIM - Co-creating a better 'Welcome and Integration of Migrants path'	Schaerbeek (BE)	Jelgava (LV)
The CAI - integration contract (Contrat d'accueil et d'intégration	Luxembourg	From various EU countries To municipalities in Luxembourg
Parcours d'intégration des primo-arrivants (Integration Paths for newly arrived migrants)	Wallonie (BE)	Experienced growth
Duo for Job	Belgium	Upscaled to France and the Netherlands
Digital Inclusion	Luxembourg	Localised growth
Welcome Centre	Stockholm	From Stuttgart
Neighborhood Mothers	Berlin	From Rotterdam
Bydelsmødre (Neighbourhood Mothers)	Denmark	From Berlin
All-in-one 4 HER Fast-track integration of highly educated refugees	Flanders (BE)	Adaptations in The Netherlands, Germany, Finland, the US are in progress
Centre to Support the Integration of Foreigners in the Usti Region	Czechia	From Portugal
Sirkuksesta siivet elämään (Wings to Fly – Social Circus Empowers) –project	Finland	From Canada
HOPE : Hébergement, orientation parcours vers l'emploi (Accommodation, orientation and path to employment)	France	Localised growth
Nuevos Senderos (New Paths)	Spain	To rural regions of Spain

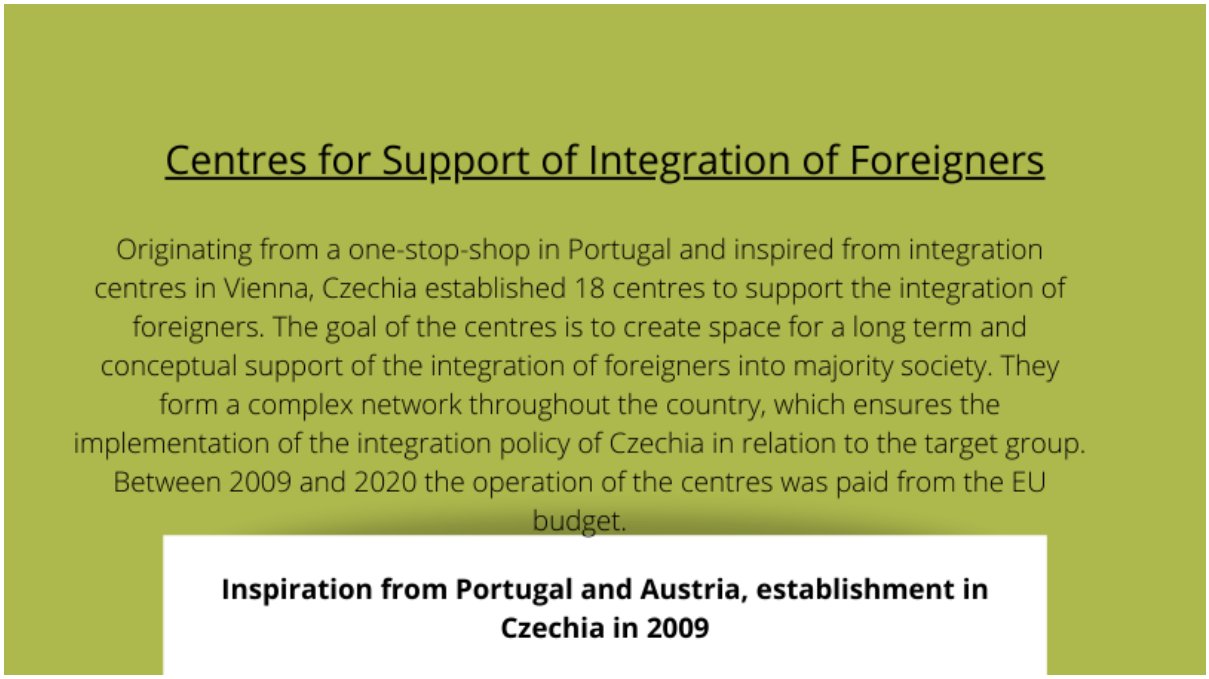
In addition to that, the SPRING good practice database (see Annex II) was consulted to analyse potential transferability by looking into the key features that facilitate transferability. The SPRING database of validated good practices (consisting of 38 practices at the time of this research) was collected by experts from different EU countries and practices were examined with the help of an "Evaluation Grid" (see Annex III), which was created by the Migration Policy Group to identify successful and sustainable practices of integration of newly arrived migrants. Although transferability has not been considered as a quality criterion per se, the evaluation grid has a section to analyse the transferability and adaptability of practices. Other exemplary practices were also observed to understand to what extent, and under which conditions these good practices are transferable, and which of their elements are more easily transferred.

4. Trends in Transfer, Adaptation and Upscaling

Identified practices have been classified according to their territorial context, governance level, target groups, integration areas and funding background. This section presents the key findings of the analysis and features relevant examples.

4.1. Territorial Context and Governance Level

The analysis of identified practices shows that there is not a clear pattern when it comes to transferability across territorial context and different governance levels. Geographical proximity is not usually a criterion in transferring/adapting good practices. For example, Neighbourhood Mothers started in Rotterdam and inspired similar initiatives in Berlin, Stockholm, Copenhagen, and Vantaa. The All-in-one-4-HER project was piloted and tested in Flanders (Belgium) and adaptations in the Netherlands, Germany, Finland, and the US have been discussed with interested partners. Integration centres in Portugal inspired the creation of 18 centres for the integration of foreigners in Czechia. These integration centres are also a good example for upscaling. Since 2009, the Administration of Refugee Facilities of the Ministry of the Interior in Czechia has gradually opened 14 Centres for the Support of the Integration of Foreigners in ten regions, which was followed by other regions.



The CEMR-led Inclucities project is another good example of the transferability and upscaling of good practices which are not geographically close to one another. The project was inspired by the Integrating Cities toolkit developed by EUROCITIES and it aims to facilitate the exchange of knowledge between four mentor medium-sized cities and associations in Brussels, Mechelen, Fuenlabrada, and Schaerbeek and four mentee medium-sized cities and associations in Saint Jean de la Ruelle, Capaci, Livadia, and Jelgava. The mentor cities present a good practice, and the mentee cities adapt and implement this practice in their context. The final outputs of the project are an online one-stop-shop for mentor cities and an action plan about a practice for the mentee cities.

On the other hand, good practice transfers happen across regions. For instance, at the national level, Spain is offering a platform to regions where experiences can be exchanged. The Ministry of Inclusion, Social Security and Migration in Spain created a manual on intercultural education in schools and how to resolve racist incidents at schools. The ministry presented it in different regions and fostered good practice exchange between regions through study visits and seminars. These activities and exchanges were arranged according to the needs of the regions. The ministry also tracked what has been done in these regions after the exchanges and it was found that each region adapts these trainings and materials to its needs and uses them to improve its specific

services. Some of the regions use the tools as a basis to develop other tools according to their own specific requirements.

In Luxembourg, the Ministry of Family Affairs, Integration and the Greater Region works together with municipalities to improve their integration programmes. Two times per year municipalities are invited to a meeting where they can share information, experiences, and good practices on a selected common topic. Municipalities are asked to focus on one specific topic and to work together with the population to discuss this topic and to put into action improvements in the related area of integration. The ministry also appoints four local advisors who visit municipalities and help them to implement the strategy and who monitor the progress. Since these advisors visit different municipalities, they can initiate the transfer of practices across municipalities. In addition, some practices have experienced localised growth, such as the Digital Inclusion initiative.

Overall, although close proximity is not usually a criterion for the transferability of practices, we observe that practices are more likely to be transferred within the same regions of Europe. For example, Western European countries usually get inspiration from each other. We have not identified a clear pattern in terms of urban to rural (or vice versa) transferability. When it comes to governance levels, we have observed that practice transfers seem to happen from the national level to the regional and national level to the municipality level.

4.2. Funding Background

Practices that were inspired by other practices have a variety of funding backgrounds. Most of the practices were established with EU funding, such as the ESF and ERDF, and continued with non-EU funding afterwards. Public funding, foundations, and corporations represent other funding sources. For example, Duo for Job has experienced growth and has been scaled up across other cities in Belgium and in other countries. Along with its growth, funding sources have increased. We have also observed that EU funding seems to facilitate the transferability of practices while state funding rather enables their sustainability.

The budget needed for the implementation of a practice also influences the likelihood of transfers taking place. Practices of which certain elements can be transferred with a moderate budget can be easier to shift than practices requiring the implementation of the full program. For example, the Ministry of the Interior in Czechia was planning to initiate a one-stop-shop for migrants and searched for examples across other countries including Portugal and Austria. Since the one-stop-shop model found in Vienna required a higher budget, the Czech authorities decided to adapt the Portuguese programme.

The funding source of a practice can also affect its likelihood of being transferred. If the practice can attract the interest of private funders or be financially supported by public authorities, its transferability is facilitated.

On the other hand, based on desk research and interviews with policymakers and practitioners working on integration, one of the common challenges in the transfer of good practices is the availability and sustainability of funding. There are many examples where practitioners cannot initiate the implementation of an inspiring practice due to a lack of financial resources.

4.3. Integration Areas and Target Groups

Various integration areas have been covered in the transferred and sometimes upscaled practices assessed for this study. Among these, practices that aim to facilitate employment and related training seem to be prioritised by actors pursuing the implementation of models found elsewhere. One-stop-shops and comprehensive integration programmes, language courses, and conversation tables are other popular practices in the majority of the countries included. Overall, transferred/adapted practices identified in this study tend to be general integration programmes that cover different areas of integration. However, specific integration areas such as health and housing seem to be less represented among transferred practices. Country-specific conditions and policy frameworks might make practices in these areas less transferable.

Target groups of the identified practices are generally migrants or specifically refugees. Some practices focus only on women, while youth is also a common target group. For example, Neighbourhood Mothers mainly targets resourceful women from an ethnic minority background in social housing areas who volunteer to receive a basic training consisting of 15 modules concerning family life, women's lives and life in society, and how to support other women in the best way. On the other hand, the Wings to Fly – Social Circus Empowers project in Finland empowers immigrant youth, encourages language use, and improves social skills and social life through pedagogical “social circus” methods (group work, cooperative activity, the circus circuit, individual learning, in pairs, free game, etc).

5. Process of Transfer and Upscaling

The analysis of identified practices and interviews with practitioners has provided valuable insights on the process of transfer, learning, and adaptation. Overall, we identified different patterns of the transfer process. According to our analysis, transfers do not usually happen in a top-down approach where relevant public authorities decide which practice is to be transferred. Also, searching in good practice repositories for inspiration was not mentioned as a widespread strategy. However, practitioners usually get inspiration from other countries, regions, or municipalities during mutual learning meetings. In addition, NGOs active in the field of migrant integration were

mentioned to be effective sources for identifying good practices. For example, NGOs in Latvia were reported to continuously advise the Ministry of Culture about potential good practices in other countries. The following sections provide an overview of different steps practitioners have taken during the process of transferring and adapting good practices.

5.1. Mutual Learning Platforms

Based on the analysis of transferred/upscaled practices and interviews with integration stakeholders, we found that transnational meetings are one of the main sources of inspiration for good practices. The European Integration Network, the European Migration Forum, and transnational funding meetings (e.g., around the European Social Fund or the Asylum, Migration and Integration Fund) have been frequently mentioned by representatives of national public authorities – including the ministries responsible for migrant integration – as promoting mutual learning and the exchange of good practices between member state governments, cities, and regions. These mutual learning platforms can create transnational communities which makes it easier to develop projects and strategies. For instance, member state representatives are regularly informed about different concepts and practices during these meetings and such knowledge can be combined in a new strategy or practice in another context. In addition to good practice exchanges, these meetings can be helpful in terms of getting inspiration about the technical and practical aspects of integration support, such as information about how other countries are evaluating integration practices.

5.2. Assessment of Potential Practices

A good first step is to know the needs of a certain area where a practice is intended to be transferred and/or adapted to. This stage is crucial to ensuring that the chosen practice or some elements/materials of a practice correspond to a real need. The need is usually identified by relevant public authorities or other structures. Our findings show that public consultations with civil society, service providers, practitioners, and migrants help to express the needs and develop strategic priorities. A precise and detailed needs analysis facilitates the search for good practices to be potentially transferred. Although a systematic needs analysis in the "importing" context is not a common practice among interviewed practitioners, they are generally aware of the challenges and necessary steps to be taken.

Preliminary knowledge exchange has usually been followed by a more in-depth analysis of the potential practice. A study visit is the most common way to collect relevant knowledge from practitioners of the potential practice. Our analysis shows that a practice does not necessarily need to be transferred completely. Some elements of the practice can be transferred, or the core ideas can be adapted to the context and the needs of the receiving city/country.

Feasibility in the receiving context is another step taken in the transfer process. Crucially, public authorities or other practitioners interested in adapting a model make a detailed comparative assessment on the features and conditions of the identified practice in the light of their own conditions. They mainly assess financial and administrative requirements of the potential practice and compare them with their own financial capacity, and administrative and human resources to decide on the feasibility of the transfer.

In addition, it is necessary to identify the purpose and core ideas behind the practice. Contextual elements that can influence the implementation of a practice need to be taken into consideration. Practitioners usually analyse the policy and legal context of the practice to understand if it is flexible and adaptable to similar objectives in varying situations; or whether it relies on specific policy and country-specific frame conditions which might make it difficult to adapt the practice to different contexts. The type of organizations implementing the practice can also provide insights for understanding if the practice is suitable to be replicated by certain organisations. For example, under the Inclucities project, the municipality of Jelgava plans to transfer Le Maison des Femmes to Schaerbeek. Le Maison des Femmes – a place created for women – functions as a collaboration between associations and the municipality. As the municipal structure in Jelgava was found to be not suitable for this system of collaboration, this transfer requires an adaptation to the structure of the municipality.

5.3 Adapting the Practice to the New Context

Transferring practices as they are, usually is not the case. Instead, the core ideas, purposes, some elements and modalities are more likely to be transferred and/or adapted to a new context. In addition, it is common to find equivalents of some elements that might function better in a specific. For example, one of the mentee cities (Capaci, Italy) in the Inclucities project is transferring the Buddies with Refugees practice, implemented in Mechelen (Belgium), aimed at bringing people together. In the refugee context, this means that a refugee (or an asylum seeker) is paired with a volunteer who has lived in Belgium or Luxembourg for some time. In this way, they form duos, usually with the help of a locally anchored organisation. They then meet on a regular basis during a jointly agreed period. However, Capaci has faced challenges in adapting this practice since its migrant population generally does not intend to settle there and is, therefore, less likely to be interested in a buddy project. To overcome this challenge, the municipality of Capaci modified the scope of the buddy project and turned it into a mediator scheme between migrants and local authorities, which ended up working better.

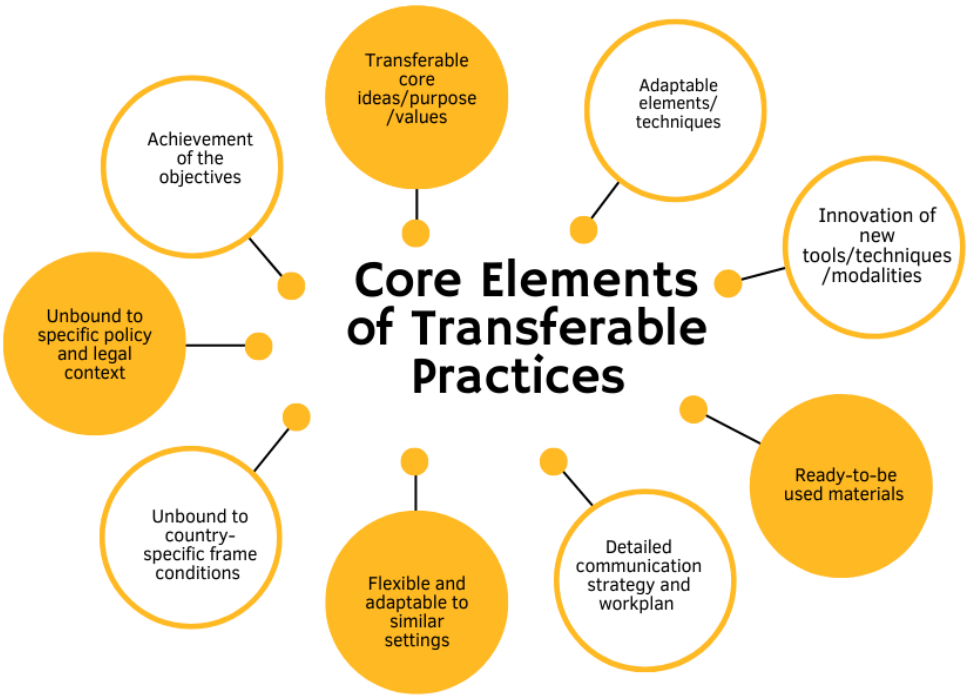
5.4 Assessment of Transferred Practice

Evaluation and assessment are key to understand the extent to which objectives in transferred integration practices have been achieved. Therefore, practitioners interviewed constantly monitor the progress of the action and if the outcomes correspond to the initial needs. They also mentioned obstacles arising during implementation and how they have planned alternative scenarios. For example, Luxembourg's Ministry of Family Affairs, Integration and the Greater Region asked the country's municipalities to come up with a comprehensive strategy for integration. Following an evaluation, the leading ministry realised that municipalities faced challenges in producing general integration strategies. The ministry, therefore, decided to advise municipalities to focus on one specific integration issue and create a related action plan. As mentioned earlier in the report, this technique worked better in terms of implementing different integration practices and inspiring other municipalities through good examples.

As another example, Czechia's Ministry of the Interior initiated integration centres after being inspired by the model of Portugal. However, there were challenges in terms of the sustainability of participation in integration courses. Based on continued communication with Portugal after establishing integration centres in Czechia, the Ministry of the Interior decided to make integration courses mandatory to achieve sustained participation. Therefore, further communication with the practitioners of the original practice and considering their advice can also be helpful to improve certain aspects of the transferred practice.

6. Potential for Transferability

This section gives an overview of the key features that increase the potential transferability of a practice. The analysis is based on the SPRING database of validated good practices which, at the time of writing, consists of 38 integration practices which have been evaluated and deemed exemplary by integration experts. The validation process consisted of in-depth research and interviews with practitioners of identified practices. Experts analysed practices based on five main criteria, namely inclusivity & participation, relevance & complementarity, effectiveness, sustainability, and partnership & collaboration. Practices are defined as a good practice to the extent that they are found to be exemplary in one or more criteria. In addition to these criteria, experts also analysed the practices in terms of transferability and investigated their potential to be adapted to other contexts. Although transferability is not always a quality criterion, our analysis shows that having potential for transferability adds to the quality of good practices since transferability and upscaling multiply the impact of the practice and help to reach a larger number of beneficiaries.



According to our analysis, most of the practices that have been identified as exemplary have the potential to be transferred and/or adapted to other contexts. In particular, the purpose and core ideas behind the practice exhibit a higher potential for transferability. When the practice does not have country-specific conditions and is flexible and adaptable to similar objectives in varying situations, its transferability is more likely. As mentioned above, geographical proximity is not a criterion for potentially transferable practices. In addition, projects that have been designed to be implemented transnationally can be easily adapted to other contexts. For example, the Young Entrepreneurs Succeed project has been initially designed to be implemented in five different countries and therefore is by nature adjustable to comparable purposes in different contexts.

The target group of a practice does not always have to be the same when the practice is transferred to another context. For example, the Practical Learning for Refugee Youth project in Germany specifically targets refugees and new arrivals but can also be adjusted to serve students with different learning abilities. Similarly, teaching techniques in the MigraCode project can be adapted to any type of practice that involves free (technical) education to vulnerable communities. Practices that innovated new tools, techniques, and modalities have a higher potential for transferability. For example, the Freund statt Fremd project which aims to assist refugees and asylum seekers coordinates volunteer activities structured by working groups in different fields of integration. This model can be transferable/adaptable to other contexts, especially at a local level. Volunteer training programmes in the Kideak project can be used to train social workers or other agents that have relations with migrant youth. The Grandhotel Cosmopolis project, on the other hand, develops an integrative living arrangement for asylum seekers, which can be adapted to elderly people, orphan children, people with disabilities, etc.

Available materials such as handbooks, guidelines, and tools that are ready to be adapted can make the transfer process easier. For example, the Homelands project aims at providing immigrant newcomer artists with opportunities to find their place in society and develop their career by co-creating and sharing their knowledge with the local community, to eventually act as intercultural mediators. The project has rich and varied materials to support transfer and adaptation, is presented and reported in several documents, and partners keep track of their involvement in project activities. Immigrant artists can also be directly involved in the transfer of project practices to another context.

When the practice has a workplan that is sufficiently detailed in terms of target groups, objectives, intended outcomes, timelines, financial and administrative planning, sustainability, and resources required, its transferability is likely to be higher. Having a communication strategy to disseminate

the results and knowledge generated through the project to relevant stakeholders represents an additional asset of potentially transferable practices. For example, the PartecipAzione project in Italy has a communication plan through which INTERSOS (Italian humanitarian organisation) and UNHCR disseminate knowledge, opportunities, tools, and results to relevant stakeholder via mailing lists, a website, social media, and bilateral communications.

7. Conclusion

This analysis started out with a broad definition of transferability of a good practice as the extent to which a practice can be easily adapted and used in other contexts. After a thorough examination of 24 actual cases of transferred practices and an analysis of the potential transferability of 38 criteria-tested good practices, a more comprehensive understanding of the notion of transferability emerges. Four main dimensions can be identified which together represent the key components in play when practices are to be successfully transferred:

- Quality of the practice – Has the potential practice proven to be successful and worth being transferred/upscaled?
- Practical transferability and adaptability – Does the practice lend itself to being transferred?
- Incorporation capacity – Is the practice suitable to the receiving context/are the frame conditions in place to successfully adopt it?
- Transfer conditions – What facilitates the process of transferring the practice?

This analytical paper will lead to a more practical toolkit which aims to guide integration practitioners through various features of transferable practices and the key components of transferability. The toolkit will provide practical recommendations and roadmaps for practitioners on how to transfer a good practice, eventually contributing to more sustainable integration policies across EU member states.

Annex I: List of Transferred/Upscaled Practices

Title of the Practice	Geographical Coverage	Inspiration (from/to) Growth	Year of implementation	Funding background	Website
Language Immersion Programs	Estonia	From Canada	1988	State Funding	https://harno.ee/keelekumblus https://www.innove.ee/en/teaching-materials-and-methodologies/learning-materials/
One-stop-shop / Counselling services of the Estonian Integration Foundation	Estonia	From Czech Republic, Germany and Hungary	2015	ESF	https://www.integratsioon.ee/en/counselling
Estonian Language Houses	Estonia	From Dutch House in Brussels	2018	State budget	https://www.integratsioon.ee/en/estonian-language-houses
Settle in Estonia	Estonia	From Luxembourg	2015	AMIF	https://www.settleinestonia.ee/
Organizing language training for new immigrants, coordinating multicultural groups	Estonia	From Finland	2018	State budget ESF	https://www.integratsioon.ee/heatava-taiskasvanutele-eesti-keele-opetamisel https://www.integratsioon.ee/en/best-practice-guidelines-teaching-estonian-adults
Interest (Reimbursement of Estonian language learning expenses)	Estonia	From US Embassy in Estonia	1998	EU Phare ESF Since 2008 state budget	https://harno.ee/eesti-keele-tasemeeksamid#huvitise-tingimused

Centres for Support of Integration of Foreigners	Czechia	From Portugal and Austria	2009	State budget EU funding between 2009-2020	https://www.integracnicentra.cz/?lang=en
Integration Courses	Czechia	From Czechia	2012	State budget	https://www.vitejtevcr.cz/en/vitejte-v-cr
Maison des Femmes	Brussels (BE)	To Saint Jean de la Ruelle (FR)	2022	AMIF	https://inclucities.eu/pair-1
Buddies with refugees'	Mechelen (BE)	To Capaci (IT)	2022	AMIF	https://inclucities.eu/pair-2
Urban Innovative action project MILMA	Fuenlabrada (ES)	To Livadia (GR)	2022	ERDF	https://inclucities.eu/pair-3
CAMIM - Co-creating a better 'Welcome and Integration of Migrants path'	Schaerbeek (BE)	Jelgava (LV)	2022	AMIF	https://inclucities.eu/pair-4
The CAI - integration contract (Contrat d'accueil et d'intégration	Luxembourg	From various EU countries To municipalities in Luxembourg	2008	State budget	https://forum-cai.lu/
Parcours d'intégration des primo-arrivants	Wallonie (BE)	Experienced growth	2014	State budget EU budget	http://actionsociale.wallonie.be/integration/parcours-integration-primo-arrivants
Duo for Job	Belgium	Upscaled to France and the Netherlands	2013	Public funding Foundations	https://www.duoforajob.be/en/homepage/
Digital Inclusion	Luxembourg	Localised growth	2016	ESF	https://digital-inclusion.lu
Welcome Centre	Stockholm	From Stuttgart	2021	State funding	https://welcome.stuttgart.de/

Neighborhood Mothers	Berlin	From Rotterdam	2004	ESF ERDF Non-EU funding	https://ec.europa.eu/regional_policy/en/projects/germany/neighbourhood-mothers-neukolln-stadtteilmutter-neukolln-integrating-immigrant-mothers-via-local-women
Bydelsmødre	Denmark	From Berlin	2011	SIRI (The Danish Agency for International Recruitment and Integration), Velux Foundation, Copenhagen Municipality and Bikuben Foundation	https://bydelsmor.dk/
All-in-one 4 HER Fast-track integration of highly educated refugees	Flanders (BE)	Adaptations in The Netherlands, Germany, Finland, the US are in progress	2018	European Social Fund and Flemish government.	https://all-in-one4her.eu/
Centrum cizinců v Ústí nad Labem	Czechia	From Portugal	2009	AMIF, state budget, corporate and private funding	https://centrumcizincu.cz/

Sirkuksesta siivet elämään (Wings to Fly – Social Circus Empowers) –project	Finland	From Canada	2018	European Social Fund; Centre for Economic Development, Transport and the Environment; cities of Lappeenranta, Vantaa and Tampere; The Children and Youth Foundation; Sorin sirkus, Kulttuurikeskus PiiPoo; Sirkus Magenta, Taidekoulu Estradi, Finnish Youth Research Society and Finnish Youth Research Network .	https://www.nuori.fi/toiminta/sirkuksesta-siivet-elamaan/
HOPE : Hébergement, orientation parcours vers l'emploi	France	Localised growth	2016	Public funding Private funding	https://travail-emploi.gouv.fr/le-ministere-en-action/pic/parcours-hope-pic
Nuevos Senderos (New Paths)	Spain	To rural regions of Spain	2002	Public funding EU funding	http://nuevossenderos.es/

Annex II: SPRING Validated Practices Database

Title of the practice	Geographical coverage	Year of Implementation	Funding	Website
Co-housing and case management for Unaccompanied young adult Refugees in ANTwerp (CURANT)	Antwerp (BE)	2016-2019	European Regional Development Fund (ERDF) European Commission/UIA	https://www.uia-initiative.eu/en/uia-cities/antwerp
Drop-in Center for Undocumented Workers	Austria	2014-ongoing	Federal Ministry of Social Affairs, Health, Care and Consumer Protection Chamber of labour and labor unions: GBH, Pro-GE, Vida, GPA-djp	www.undok.at
Kicken ohne Grenzen (Football without borders)	Austria	2015-ongoing	Donations Foundations Public funds	https://www.kicken-ohne-grenzen.at/
HOMELANDS Places of Belonging	Belgium	2018-ongoing	National Bank of Belgium Fondation Engie Fonds Jean Praet KANAL – Centre Pompidou Ixelles Municipality Flemish Community Commission	https://www.thehomelandsproject.com

SIRIUS SCHOOL	Belgium	2017-2022	Digital Belgium (FPS Economy)	https://sirius-hub.be
Rozvoj poradenství poskytovaného ÚP pro cizince (Development of counselling provided by the Labour Office for Foreigners)	Czechia	2013-2015	ESF, Operational Programme Human Resources and Employment	http://www.pracevceskerepublice.cz/
Zvyšování interkulturní prostupnosti veřejných institucí ve městě Brně (Increasing the intercultural permeability of public institutions in the City of Brno)	Czechia	2017-2019	ESF	https://socialnipece.brno.cz/sluzby-mesta/integrace-cizincu/
Use of potential and qualification of migrants at the Czech labour market	Czechia	2012-2014	ESF	https://nostrifikace.mkc.cz/cz/
"BABA - because Dad is important"	Denmark	2014-ongoing	State and private foundations	https://baba.dk/
Venner Viser Vej (Friends Show the Way)	Denmark	2016-ongoing	Danish Ministry of Immigration and Integration	www.vennerviservej.dk
Katto-toiminta [Roof program]	Finland	2016-ongoing	Raha-automaattiyhdistys (RAY), Funding Centre for Social Welfare and Health Organisations (from 2019)	https://moniheli.fi/en/katto/

Arki sujuvaksi	Finland	1997-ongoing	STEA (Funding Centre for Social Welfare and Health Organisations	https://www.martat.fi/martat/marttajarjesto/kotitalousneuvonta/kohdennettuneuvonta/arki-sujuvaksi/
Welcome Home	Poland	2016-ongoing	During the preparatory phase – BNP Paribas and private individuals, since 2017 – donations from private individuals and institutions, including donations through the project website.	https://witajwdomu.org.pl/ https://ocalenie.org.pl/nasze-dzialania/pomagamy/witaj-w-domu
Startup Refugees	Finland	2015-ongoing	State funding	https://startuprefugees.com/
JRS Jeunes (Jesuit Refugee Service Youths)	France	2015-ongoing	The project "Fai'R" La Fondation Notre Dame (Catholic Charity Association) Private donors.	https://www.jrsfrance.org/jrs-jeunes-9/
Women's Meeting Club	Poland	2015-ongoing	Various project funding, fundraising, currently – Norwegian Funds	https://dlaziemi.org/wlaczone-embraced/
N.E.x.T To You : Network for the Empowerment, the social and labor inclusion of Trafficked minors and young adults	France	2020-2022	AMIF	https://www.ensa-network.eu/nexttoyou/ https://www.france-terre-asile.org/nos-actions/projet-n-e-x-t-to-you

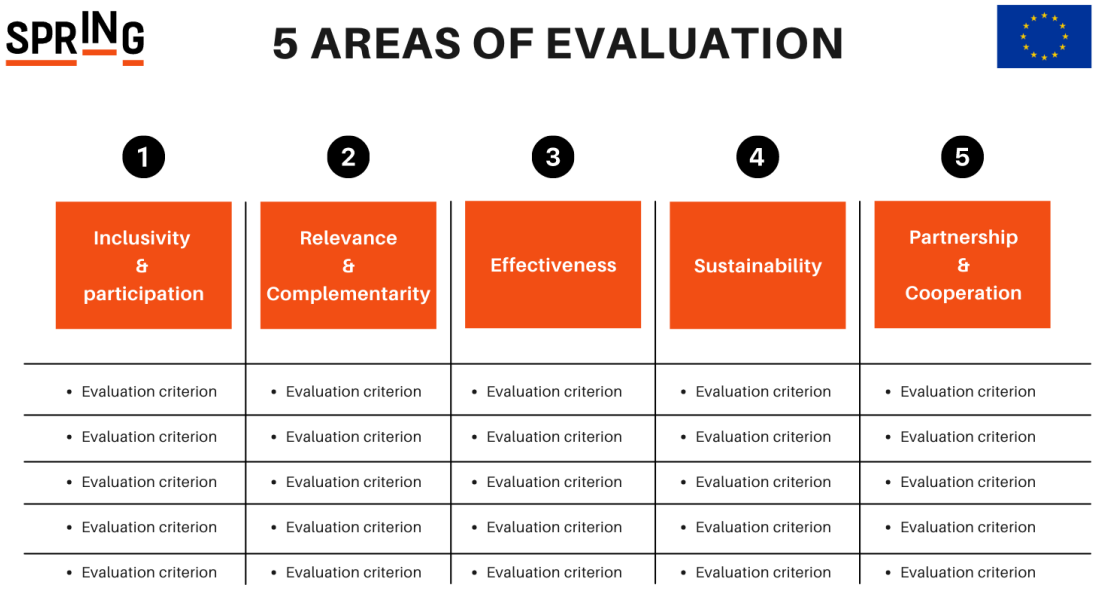
Freund statt Fremd	Germany	2011-ongoing	Public funding	https://freundstattfremd.de/
Grandhotel Cosmopolis	Germany	2011-ongoing	Foundations Public funding	www.grandhotel-cosmopolis.org
Patenschaftsprogramm (Buddy-Programme)	Germany	2016-ongoing	Public funding	https://www.stiftungbildung.org
Practical Learning for Refugee Youth	Germany	2018-ongoing	Public funding	https://www.iple.de/pe-gefluechtete.html
Support for mentally challenged refugees	Germany	2017-ongoing	Private donations Public funding AMIF	www.vivo.org https://www.vivo.org/integrationspreis-4/ https://www.vivo.org/gesundheitspaten-4/
Young Entrepreneurs Succeed/ “YES!” project	Greece	2018-ongoing	The EEA and Norway Grants for Youth Employment: Fund for Youth Employment	https://youngentrepreneurssucceed.com/
Pandemic, health and marginalized people: a Community Base Intervention for vaccination	Italy	2020-2021	Private funds	www.intersos.org
PartecipAzione	Italy	2018-ongoing	UNHCR	https://www.partecipazionerifugiati.org/
S.A.L.U.S. SPACE	Italy	2017-ongoing	EU funding Public funding	https://saluspace.eu/#
KIDEAK	Spain	2021-ongoing	REACT-UE FUNDS	https://www.noticiasdenavarra.com/actualidad/2021/02/01/kideak-programa-atencion-integral-jovenes-2170661.html
MigraCode	Spain	2019-ongoing	EU, CSR, Local, National, Awards and more	www.migracode.openculturalcenter.org

"Ruiseñor" (Mockingbird)	Spain	2014-ongoing	Public funding Donations	http://mugak.eu/menores-jovenes-y-educacion/ruisenor-urretxindorra-proyecto-de-mentoria https://sosracismogipuzkoa.org/urretxindorra/
Salam: Promotion of intercultural and interreligious coexistence and prevention of intolerance based on religion	Spain	2017-ongoing	NGO funding	https://www.lamercedmigraciones.org/proyectos-con-la-sociedad/salam/
Tutoring migrants and supporting more effective integration	Italy	2015-ongoing	European fund/voluntary work/internal resources	https://ciaconlus.org/it/facciamo/generare/tutor
Caracol	France	2019-ongoing	Private and public funding	https://caracol-colocation.fr/
Mam'Ayoka	France	2019-ongoing	Public funding Income generation	https://mamayoka.fr/ https://mamayoka.fr/accueil-des-personnes-refugiees/
Multicultural Centre in Warsaw	Poland	2009-ongoing	Budget of the City Hall of Warsaw (+ small own contribution provided by project operators)	https://centrumwielokulturowe.waw.pl/
Immigrant Council	Poland	2016-ongoing	Voluntary initiative	https://bip.gdansk.pl/prezydent-miasta/gdanskie-rady/I-Kadencja-2016-2018,a,62141 https://www.facebook.com/gdanskaradaimigrantowiimigrantek/

Dealing with the housing in a middle-size town	Italy	2021-ongoing	Public funding Private funding	http://www.comune.brescia.it/news/2022/febbraio/Pagine/Me-ka--Agenzia-per-la-casa--.aspx https://mekabs.it/
Synergies between integration and local development in rural inner areas	Italy	2019-ongoing	Resources of national reception and integration system SAI (Sistema di Accoglienza e Integrazione) Private bank foundations	https://piamonlus.org/en/home_en/

Annex III: SPRING Evaluation Grid

Migration Policy Group created an Evaluation Grid to examine different aspects of migrant integration practices to assess their quality. It consists of five main criteria, relevant key questions, and checklist items. The checklist items represent the fundamental features every migrant integration practice should strive for. However, the grid will not be used as a holistic tool for all good practices and assessments will be carried out by considering the scope, the context and target groups of practices and highlight their quality with regard to the criteria where they can be considered as being exemplary.



According to the evaluation grid, successful integration is a two-way process engaging both receiving societies and migrants. In line with the principles in Common Basic Principles for Immigrant Integrationn, the European Pillar of Social Rights and common European values enshrined in the EU Treaties and in the Charter of Fundamental Rights of the European Union, integration practices should strive for a intercultural integration model which considers respective differences, empowers those facing disadvantages, gives equal opportunities to all to enjoy their rights and participate in community and social life. Integration practices can address social, economic, and cultural integration in different stages and phases of integration process such as pre-departure, early integration and long-term integration through mainstream or tailor-made services. As stated in the EU Action Plan on Integration and Inclusion (2021-2027), adapting and transforming mainstream policies to the needs of a diverse society, taking into account the specific challenges and needs of different groups are essential to supporting ongoing inclusion and meaningful participation.