



GUIDE FOR

THE CREATION OF A REGIONAL ALLIANCE IN THE FIELD OF

Migrant Community Mediation

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CONTENT

01	INTRODUCTION AND BACKGROUND.....	4
02	WHAT IS A REGIONAL ALLIANCE AND WHY SET IT UP?	
	The common elements of a Regional Alliance should include	6
03	SIX STEPS TO BUILDING A REGIONAL ALLIANCE	
	STEP 1 - Scope of the Alliance	9
	STEP 2 - Getting Started	10
	STEP 3 - Analyse the current situation	12
	STEP 4 - Identification and Planning	14
	STEP 5 - Dissemination / Key Communication Approaches	15
	STEP 6 - Sustainability	16
	Through our experience in setting up Regional Alliances, we have learned that	18
04	TOOLS	
	Sample Charter.....	21
	Sample Meeting Minutes	22
	Examples of communication tools (internal and external)	23
	SWOT analysis	24
05	OUR PARTNERSHIP AT A GLANCE	
	Alliance Régionale (France)	28
	Regional Alliance (Ireland)	29
	Regional Alliance (Netherlands)	30
	Regional Alliance (Sweden)	31

The background is a solid purple color. Overlaid on this are several thin, white, hand-drawn style lines that form a large, irregular, rounded shape on the left side of the page. These lines are layered, with some appearing in front of others, creating a sense of depth and movement. The lines start from the top left, curve around the top and right, and then sweep down and back towards the left, ending near the bottom left.

01

INTRODUCTION AND
BACKGROUND

No issue is more transnational than migration and enabling European regions and communities to successfully integrate migrants and refugees is a high priority for the European Union.

The MCM project - Migrant Community Mediators
- introduces a social inclusion solution –
migrant community mediation - a relatively new field that involves migrants and/or refugees as mediators for their peers.

But MCM also recognises that inclusion is a two-way process in which the local community and public authorities play a key role; hence the creation of this practical guide for setting up Regional Alliances to encourage more inclusive approaches.

WITH THIS RESOURCE YOU CAN:

- benefit from practical learning and resources on the development of Regional Alliances aimed at bringing together representatives of migrant and refugee communities, public authorities, community networks and organisations, NGOs working on reception and socio-cultural inclusion, mediators, social workers, educators etc. to develop region-specific plans to implement migrant community mediation projects and initiatives.
- Let yourself be guided by our planning and implementation master plan that can be adapted to the needs of your region.



02

WHAT IS A REGIONAL
ALLIANCE AND WHY
SET IT UP?

Alliances enable organizations and individual participants to work together strategically to achieve a common goal. In our case, when used effectively, they can mobilize a diverse group of actors who believe that migrant community mediation is a powerful bridge for the inclusion of migrants and refugees. They can be formal or informal in nature but always work in partnership in a planned way to achieve a common goal.

THE COMMON ELEMENTS OF A REGIONAL ALLIANCE SHOULD INCLUDE:

- a clear objective - common objectives and goals
- mutual respect and trust
- a responsibility

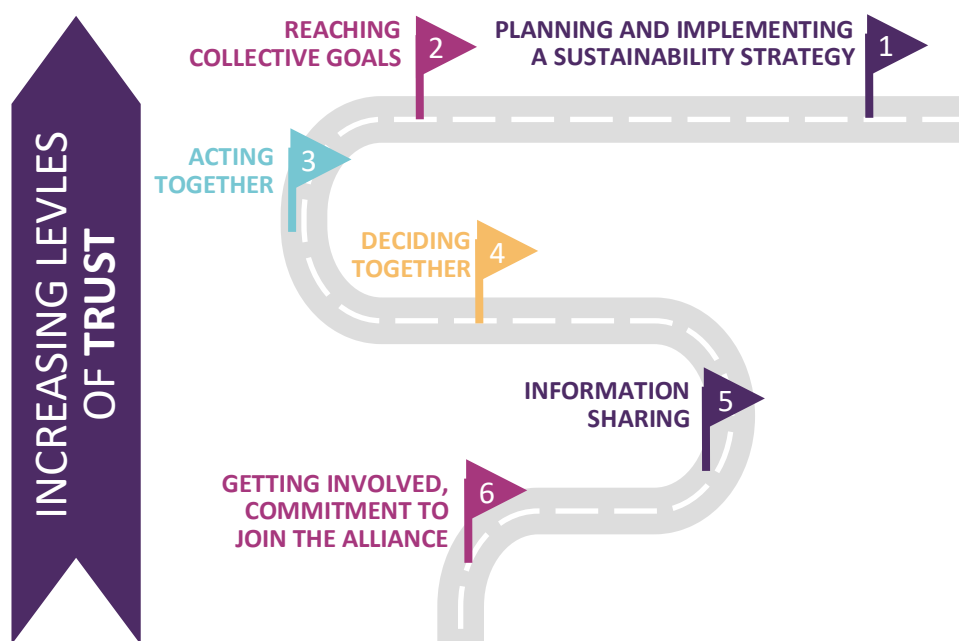
"The objective of our alliance is really concrete and aims to avoid duplication of efforts. Through this project our agency is learning more about its counterparts and this enhances our ability to improve the impact, scope and accessibility of services"
(feedback from Ireland)

"The Alliance unites efforts and resources and becomes a serious candidate not only in terms of information exchange and collective action achievements but also as an advocacy tool to influence our policies"
(feedback from Malta)

SHARED LEARNING

The existence of different levels of engagement in an Alliance is not a problem. Give the Alliance the space and time to evolve.

The following diagram gives a clear overview of the steps (literally) that an Alliance must climb. (adapted from the participation model - Wilcox 2000)





03

SIX STEPS TO BUILDING
A REGIONAL ALLIANCE

STEP
1

SCOPE OF THE ALLIANCE

Definition of the region and people to be involved

STEP
2

GETTING STARTED

Involving the main actors in migrant community mediation, defining roles and responsibilities and communication within the Alliance

STEP
3

ANALYSE THE CURRENT SITUATION

Analyse the concrete facts, understand the current approaches, identify the gaps and challenges of migrant community mediation

STEP
4

IDENTIFICATION AND PLANNING

Identify solutions, plan actions

STEP
5

DISSEMINATION

Key communication approaches

STEP
6

SUSTAINABILITY



STEP

1

SCOPE OF THE ALLIANCE

Regional Alliances can be seen as regional or national initiatives depending on how you define your region.

WHO NEEDS TO BE INVOLVED?

Intersectoral scope and balance are essential to achieve an Alliance with a solid foundation. The Regional Alliance must reflect all sectors and their different forms. Since each region and country has different dynamics, the actors involved will also be different. Ideally, the Alliance should consist of about 8 - 12 representatives including representatives of migrant and refugee communities, governments, community networks and organisations, NGOs working on reception and socio-cultural inclusion, mediators, social workers, educators etc...

Prepare a comprehensive list of appointed representatives in the following organizations, listing their names, contact information and role. Do they have the authority to be involved? If not, who should be involved?

Before contacting them, prepare a REGIONAL ALLIANCE BRIEFING DOCUMENT on

- What made you decide to set up the Alliance? e.g. to enable migrants and refugees to be actively included in the host country and society
- Improve their understanding of the needs and opportunities in migrant community mediation
- Acquire concrete knowledge and skills to integrate migrant community mediation into the ongoing work within their organisations, which accompany migrants and refugees.
- Draw the picture with a short presentation about the situation and challenges in your region.
- Why do you think migrant community mediation can successfully meet these challenges?
- Give at least five compelling reasons why **these organizations should be involved**? Highlighting the benefits of their involvement

Be clear with these organizations about how much time they will commit to an Alliance. Highlight what is expected from them (e.g. proposed commitment - participate in 4-5 meetings over an 18 month period and actively contribute to the development of Regional Action Plans).

Don't be too insistent if your list of actors is relevant. Membership can and should change over time as new actors will need to be involved.

STEP
2

GETTING STARTED

This step is about building a solid foundation for the Regional Alliance through approaches that will attract key players, which will help to successfully build your Alliance; this step is also about defining the roles, responsibilities and means of communication of the Alliance.

SCOPE - METHODOLOGIES THAT WORK

Use the **REGIONAL ALLIANCE BRIEFING DOCUMENTATION**, issue an invitation by offering to attend the induction workshop (your first Regional Alliance meeting). Don't be afraid to involve your personal network to reach your targets. If they are not available, offer to talk to a colleague about this invitation.

HOST A CREATIVE AND ATTRACTIVE INTRODUCTORY WORKSHOP

Since this project focuses on migrant community mediation, be sure to bring this theme to your meetings



Marouan El Chemari has created a video tutorial to help members of his community learn how to buy a transport ticket in Bordeaux. "When I arrived in Bordeaux, I realized that it was very complicated to understand how to use the tram, the bus, the boat in Bordeaux. I made video tutorials where you can see me and my family explaining every step of the process of buying a transport ticket. These tutorials have aroused the interest of the Bordeaux tourist office for foreigners who come to visit the city".

(Regional Alliance created in the framework of the
RIME project - Refugees Inclusion Move Europe, 2019)

A SOLID OVERVIEW THAT MOTIVATES A COLLECTIVE DISCUSSION

The initiator of the meeting should provide a solid overview of the concept of migrant community mediation, its potential and the mechanisms of operation of the Regional Alliance. While this first meeting may be somewhat informal, it is important that there is a progression, as outlined in the previous sections. In particular, it will be necessary to focus on:

- **The definition of the geographical region** - where are the geographical boundaries of your Alliance?
- **Who else has to be involved?** Members of your Alliance can use their networks to identify and engage relevant actors in migrant community mediation.
- **Anticipation exercise** to find out what actions can be taken at the regional level and included in their Regional Collective Action Plan.

RULES, ROLES AND RESPONSIBILITIES

- Each Alliance must designate an organizational officer or sponsor to lead the Alliance as its President. This will allow for consistency between meetings and ensure that there is an accountable person present regarding the progress of the migrant community mediation efforts.
- A secretarial role will also need to be assigned. While these roles are important, the involvement of everyone is necessary in order to base this relationship on fairness and trust.
- Your Alliance may wish to agree on operational rules, for example the establishment of a joint programme on migrant community mediation.
- Determine accountability - who is ultimately responsible for the Alliance? Our organizations, others?

WHAT ARE THE ALLIANCE'S MEANS OF COMMUNICATION?

- **Meetings** Our experience shows that the Regional Alliances generally follow an established programme of a series of 4 - 5 plenary meetings over a period of 12 - 18 months. It is of paramount importance that strong communication tools are adopted so that the flow of information is uninterrupted, thus ensuring maximum interaction outside project meetings. Formal debriefings should be made to establish clear tasks and responsibilities and scheduling agreements.
- **Sharing of information**
The use of technological tools will improve the functioning of the Alliance. Our Regional Alliances benefit:
 - A sharing file mechanism (our Regional Alliances use Dropbox for example) ;
 - A circulation of groups of emails and text messages and ;
 - Regular conferences / calls via Skype to report on progress between plenary meetings.
- **Dissemination of the Regional Alliance's progress externally**
Take photographs at the first meeting, publish regular updates in the media about the formation of the Alliance and its upcoming projects on migrant community mediation. Encourage all stakeholder organisations involved in the Alliance to highlight their work within the Alliance through their own channels, including social media and digital marketing.
- **Development of a profile for the Regional Alliance**
Create a brief profile of your Regional Alliance regarding its development; post it on your website to share the practices exchanged.

**STEP
3**

ANALYSE THE CURRENT SITUATION

The work of your Regional Alliance in the area of migrant community mediation is now becoming a serious thing. In order to get a clear picture of the current situation, you need to establish concrete facts about migration, focus on existing problems/challenges, describe current approaches and finally use this information to identify challenges and gaps. Our Regional Alliances have benefited from key audit actions:

SECTOR PROFILING

Identification of support programmes and actions undertaken on migrant community mediation. In order to better manage this step, here is what you need to think about:

- What support/actions exist?
- What are their objectives and who is taking the initiative?
- What is the type and cost of these activities?
- What are the limits to their availability?
- What are the obstacles/limitations?
-

Identify potential barriers in the area of migrant community mediation

We recommend a two-phase approach:



SECONDARY RESEARCH

Drawing on government reports, educational and socio-cultural research, this secondary research aims to identify useful sources of information and highlight gaps in policy agendas.

Consultations

One of the most interesting exercises is to engage in a one-to-one interview with the different actors of migrant community mediation, including policy makers from Government agencies, policy influencers in the migration, socio-cultural, reception, mediation sectors, and institutions able to provide support. It is important that consultations are carried out with different actors, including policy makers in government agencies, socio-cultural organizations and networks, youth organizations in the public and NGO sectors, vocational training organizations, the government department responsible for policies and services related to reception and migration, and the social and economic department.

Mapping exercise

It is very useful to visually map the information you have gathered. For each region, you can use the free Google Maps tool to show existing organizations.

Identify gaps

The research phase and mapping exercise will give your Regional Alliance a clear basis for locating specific problem areas. It is important that you have a clear and solid vision; check that there is sufficient support for this visualisation and consider the potential unique attributes of your project. This can be done through a second meeting in the form of a facilitated workshop or informal forum.

"As part of our first Alliance introductory meeting, we conducted a brainstorming workshop with our stakeholders to identify existing policies, programs, resources, etc., involved in migration, inclusion, migrant community mediation within our region. It was a very good exercise as it identified gaps and needs in the region. As a Regional Alliance, we could clearly identify how we should develop actions to address the gaps and needs in the region. With examples completed by all stakeholders, we mapped all existing and developing resources in the region. The mapping system puts all stakeholders in the spotlight and will have a huge impact on the continuity of the project and on the assistance to the creativity sector and young entrepreneurs in our region. It has also helped us to identify possible missing actors. "

(feedback from Ireland)

STEP 4

IDENTIFICATION AND PLANNING

Publish your Search

It is important to make available, in an accessible format, the new and valuable information collected by the Alliance. This research will not only be included in the Action Plan of the Regional Alliance, but will also be discussed at the regional level.

Explain your vision

A vision is a clear statement, on the spot, of what you aspire to in the future. It should focus on solutions to address the problems and gaps you have identified in migrant community mediation. Having a vision gives the Regional Alliance a clear goal and can help you avoid going down the wrong path. Each Alliance must formalize and commit to a shared vision of migrant community mediation. This helps to explain to the Alliance actors and others, the ambitions of the Alliance and the results that will be achieved if the plan is implemented.

Plan Actions

We recommend that your Alliance plan an action plan through the following six phases. These will complement each other to provide the content of your Regional Alliance's Action Plan:

- Highlighting a series of priority actions: What will happen?
- Person(s): Who will do what?
- Dates to be completed: Calendar of each action
- Resources needed: Resources and supports (what is needed and what is available?)
- Obstacles or opposition and a plan to overcome them
- Collaborators: Who else should know about this action?

Publish and sign your Regional Alliance Action Plan

As outlined above, the actors of the Regional Alliance develop and commit to a Collaborative Action Plan aimed at improving the inclusion of migrants/refugees within the participating regions by inventing new community mediation practices in existing services and structures. Our previous experience shows that the Alliance actors are highly motivated to organise a large-scale event around the Action Plan.

Important element for engagement

The Alliances in the field of migrant community mediation have benefited from the development of a Charter of Commitment which has been widely disseminated in each country. This not only raised awareness of the project, but also generated a "commitment" to support all of the project's objectives - a very important effect.

STEP
5

DISSEMINATION

The external role of dissemination is to ensure that the work of the Alliance is visible: support can then be built and resources and commitments secured. A communications strategy needs to be developed - it will be linked to the overall actions and strategies of the Alliance. Sufficient resources - both in terms of time and funding - must be dedicated to communication. Appointing a communications / press officer can facilitate this exercise and allow people outside the Alliance to know where to find information. Encouraging the development of good contacts with local media and being actively present on social networks are essential elements. The successes of the Alliance should be regularly presented to policy makers.

Key approaches...

CORPORATE IMAGE

The MCM project benefited from a strong external branding strategy. We are pleased to share, free of charge, our branding and marketing examples with other Alliances who wish to adopt them.

VIDÉO

A very effective exercise, to which your Alliance members can contribute, is the compilation of video case studies of best practices in migrant community mediation. These videos serve as inspiration rather than example. They show what is happening and the energy and determination that this adventure requires. These videos are distributed on your website, social networks or video platform.

Learn from your practical experience:

"The main success factor was to take advantage of the project to create a lasting dynamic between the different structures in our region and to present the project from this perspective. Although there is a certain amount of competition between us, it has also been shown that if we identify our complementarities and create a network, we will then be stronger within our respective companies. The perfect example of setting up and managing a Regional Alliance with a 100% success rate. The French leitmotiv - We get together, find ideas together and implement them! "

(feedback from France)

STEP
6

SUSTAINABILITY

If the Regional Alliance serves as a catalyst for capacity building and change in the migrant community mediation sector, it is important for your Alliance to think about its sustainability and make a plan at its inception rather than waiting until your project is too committed. At least six months before your Alliance's work plan ends, you should consider a plan that outlines a more voluntary and formal process.

MAKE EVALUATION A PRIORITY THROUGHOUT THE ALLIANCE'S EXISTENCE.

The Alliance often focuses only on results and the achievement of objectives in relation to the action plan (including the impact of the work on the beneficiaries, the financial aspect and the production capacity); however, it is essential to put in place a continuous monitoring process that can be categorised in three different ways:

Self-monitoring Guided self-monitoring with an internal process/committee to oversee the effectiveness of the system. A key tool remains the SWOT analysis.

Joint approach

Initiate a process of reflection through individual interviews with members of the Regional Alliance. This can then provide material for a joint meeting.

Evaluation by an internal staff member or by an independent external reviewer An internal staff member carries out the analysis or an external reviewer may be recruited (however, this will involve a cost).

REFLECTIONS ON SUSTAINABILITY PLANNING INCLUDE:

- It may also be useful to form a sub-group or committee to work on specific problems of migrant community mediation. This sub-group may make recommendations to the Alliance on other issues. It is important that stakeholders understand the importance of maintaining the Alliance and how to obtain new commitments.
- Building on and improving established activities can be a good starting point for moving forward effectively.
- Work towards the creation of a strong Alliance (stable, focused on a specific objective and strong of the commitments of its members). Obtain the approval, support and/or commitment of the organizations most involved.
- Initiate achievable projects that are consistent with your priorities and that also help organizations achieve their mission.
- Sustainability is enhanced when the Alliance is engaged in external public relations to increase the visibility of your activities/publications.
- Obtain enough resources to generate initial success and then try to secure longer-term funding for new projects based on a real need in the community. Leverage cross-sectoral support rather than individual applications to funders.
- Strengthen the capacity of the migrant community mediation sector to enable change to take place.
- Where possible, maintain continuity among Alliance members.
- Include a policy change and integrate the work effort into existing systems.
- Build alliances with other groups engaged in similar missions.
- Have a separate group/committee focused on sustainability so that others can focus on the desired outcomes of the Alliance.
- Explore alternative approaches to maintain viability and be more flexible in the face of change.

"I arrived in Bordeaux on 28 March 2016," the young woman says in French mixed with Arabic and Spanish. "I didn't know anyone here, I didn't speak French, my son was two years and four months old, he cried a lot, he was hungry. A cook by trade, she hopes to find in her trade. When she sees the poster for the Refugee Food Festival, she thinks it might be a lead. Sandrine Clément-Rivoltella, one of the volunteers of the Bordeaux event, introduces her to the people in charge of Chez Alriq, an unmissable "guinguette" in Bordeaux. The current passes and one evening in June 2018, as part of the Refugee Food Festival, Fatma treats 80 people to lamb couscous. Once the event is over, Sandrine continues to accompany Fatma in her efforts

(Fatma Mulai, member of the Regional Alliance created for the KUS KUS project, 2019).



THROUGH OUR EXPERIENCE IN SETTING UP REGIONAL ALLIANCES, WE HAVE LEARNED THAT:

- Acting bodies in the Regional Alliances can pursue opportunities more easily than by operating alone. Alliances offer more flexibility than individual approaches. An early commitment to "theory of change" is essential.
- They stimulate multiplier effects and provide access to more knowledge and resources through transdisciplinary organizations for greater results and collective impact.
- They provide a forum for sharing best practices and act as incubators for new approaches. There is magic when Alliances work and solve problems together. Unexpected yet impressive results can be achieved.
- They are truly resource efficient; the pooling of resources makes sense. We're not just talking about financial resources here, but we're also thinking about the range of tools and connections.
- Although Alliance approaches are not risk-free, they do reduce risk. Actors join an alliance for different reasons related to their philosophy/visions/values as well as for functional reasons. If there is a mismatch between the agendas of two individuals and the objective to be achieved, then problems may arise.
- Alliances can be set up over different periods, from short term to long term. Alliances were initially formatted for two-year projects. They include an integrated sustainability component to decide whether a longer-term mandate is needed.

"I'm from a modest background. My Moroccan parents came to France when I was five. They couldn't read or write, had never been to school, and yet I realized that they were people who knew. If you want to be active in your life, you have to find a way to become your own hero, from a simple resume to what I call a synopsis. On the one hand, you're just an actor in a system or a company that provides you with a job. On the other, you're offering a story to people. For me, the passage from insertion to inclusion is to accept yourself as human, to live your life from H to H, i.e. from human to human, from history to history, from legacy to legacy. If I do not accept who I am, with my own heritage, with my own history, I will not really find my place".

(Yassir Yebba, anthropologist and cook member of the Regional Alliance created for the KUS KUS project, 2019)





04 | TOOLS

EXAMPLE OF SEARCH TOOLS

Make a list of all the organisations/individuals you think should be involved in your new alliance.

Name of speaker	Contact person Telephone, E-mail, Website, Address	How could the stakeholder contribute to the project?	What is important to the stakeholder?	The Influence What influence do they have on the project? (Low, medium, high)	Stakeholder Engagement Strategy	Indicate your own criteria

SAMPLE INVITATION

[Logo + Chart]

We cordially invite you to participate in our Regional Alliance Meeting to be held on [date] at [time] at [place].

Program

Welcome to new members

Objectives of the Regional Alliance

Activities of the day : [to detail]

Date of next meeting

Other issues

We thank you in advance for your commitment to steer the project in the right direction to achieve optimal impact. We greatly appreciate your expertise.

Please do not hesitate to contact me if you have any questions or if you wish to discuss other topics.

Sincerely yours,

SAMPLE CHARTER

As a member of the Alliance Migrant Community Mediators, I am committed to attending meetings, disseminating information and supporting the goals of the Alliance.

I am aware that the Alliance is committed to..:

(Insert the visions/goals of the Alliance)

I will at all times act with respect for the other members of the alliance and respect the principles of diversity and equality.

I will work together in a spirit of positive and constructive debate.

I will inform Alliance members of any potential conflict of interest and withdraw from discussions if necessary.

I will support the principle of open and honest communication with the migrant community in order to allow the widest possible access and participation in the work of the Alliance.

In addition to committing my time and human resources, I will use other sources of information as appropriate, and point members to useful connections and resources.

Name :

Date:

Organization :

(Please indicate if you are an individual member)

E-mail address / preferred form of communication :

EXAMPLE OF A MEETING PROGRAM

Agenda of the meeting

[Name of host organization]

[Place]

[Date]

TIME	SUBJECT	MODERATOR
	Welcome and Introduction	
	Minutes of the previous meeting	
	Updates on project activities since the last meeting	
	Example: Communication; event; networking	
	Example: Knowledge sharing	
	Example: Business Event Reviews	
	Example: Review of the action plan	
	Other issues	
	Date, time, place of next meeting	
	Conclusion and thanks	

SAMPLE MEETING MINUTES

Minutes of the meeting

[Name of host organization]

[Place]

[Date]

Name/Organization of attendees

Name/Organization of absent persons

SUBJECT	COMMENT	DATE OF COMPLETION
Welcome and Introduction	The host organization welcomed all participants to the meeting and introduced those new to the group.	R/A
Minutes of the previous meeting	All those present approved the minutes and no changes were made.	R/A
Updates on project activities since the last meeting	The Moderator informed all present of the points discussed at the last meeting Write the agreed actions Indicate the person responsible for carrying them out.	Indicate the date by which they are to be completed.
Example: Communication; event; networking	Write the agreed actions Indicate the person responsible for carrying them out.	Indicate the date by which they are to be completed.
Example: Knowledge sharing	Write the agreed actions Indicate the person responsible for carrying them out.	Indicate the date by which they are to be completed.
Example: Business Event Reviews	Write the agreed actions Indicate the person responsible for carrying them out.	Indicate the date by which they are to be completed.
Example: Review of the action plan	Write the agreed actions Indicate the person responsible for carrying them out.	Indicate the date by which they are to be completed.
Other issues	Insert any other topics (subjects; events etc...) presented that were not part of the agenda. Write the agreed actions Indicate the person responsible for carrying them out.	Indicate the date by which they are to be completed.
Date, time, place of next meeting	Insert the agreed date, time and place of the next meeting	N/A
Conclusion and thanks	The host organization closed the meeting and thanked all the participants.	N/A

EXAMPLES OF COMMUNICATION TOOLS (INTERNAL AND EXTERNAL)

Dropbox: helps to gather everyone's work in one place. It allows users to access and share files, coordinate projects and communicate with each other while they work. The platform is available on computers, mobile phones and tablets, enabling large-scale file retrieval and sharing.

Monday.com: is a visual collaboration tool that helps transform the way teams work together. It's a simple, yet intuitive tool for managing work, meeting deadlines and building a culture of transparency. The platform is so customizable that it can be used for every use case.

Trello.com - Just like Monday.com, Trello allows users to organize their collaborative work and track project progress with a simple task board, labels and Kanban-style deadline indications.

Slack.com - is a more user-friendly, instant and informal alternative to email communication. It provides a shared vision of progress and goals. Unlike email, Slack lets you choose the most important conversations - and those that can wait.

WhatsApp - An important advantage of WhatsApp is its widespread use via mobile phones. Most employees are familiar with the platform, which means little training time is required. It is also accessible via a computer and can therefore be useful for sending and saving files. The group chat feature can also be used for knowledge sharing, which can increase productivity.

The most effective external communication tools for non-profit organizations are the following: **Facebook / Twitter / Instagram / LinkedIn / Websites / Newsletter**, which requires a **database** that complies with the European regulation RGPD. You can use **Mailchimps** for example.

You can also collect **videos** and **testimonials**; participate in or organize networking **events**. You will then need **press releases, flyers and brochures etc...**

Don't hesitate to rely on a **communication plan**; here is an example!

Stakeholder / Stakeholder Group	Objectives (desired actions)	Content of the message	Delivery (Methods / Location)	When (frequency)

EXAMPLE OF DESIGN THINKING TOOLS

It is possible to use numerical tools for your analyses or your collective ideation workshops:

SWOT models: www.canva.com, www.smartsheets.com

Mind map: www.venngage.com

Diagram: www.creately.com/templates/

SWOT ANALYSIS

Internal Facts	FORCES	WEAKNESSES
External Facts	OPPORTUNITIES	THREATS
	What are the good opportunities you can spot? Who could you collaborate with? How can you use the interests of your stakeholders? How can you improve the community by looking outward?	What obstacles do you face? Do you have funding? Do changes in policy and legislation have an impact on your community? What are other groups/communities already doing? Is the community changing?

EXAMPLE OF A REGIONAL ACTION PLAN

ACTION PLANNING

Is a process that will help you focus your ideas and decide what steps to take to achieve specific goals you may have about migrant community mediation. It is an assessment of what you want to accomplish over a given period of time.

Creating an effective action plan always starts with a specific goal, vision or objective in mind. It is designed to take you from wherever you are now to the achievement of your stated goal. With a well-designed plan, you can achieve virtually any goal you set for yourself.

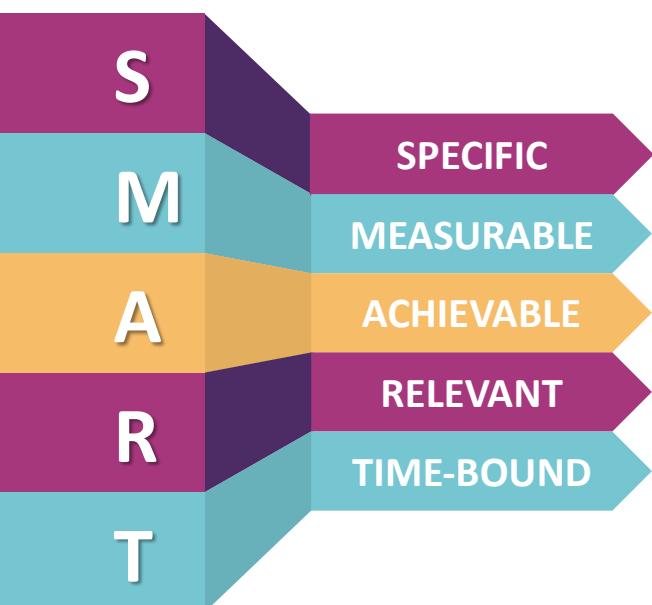
How do you write an action plan?

USE THIS THREE-STEP PROCESS TO HELP YOU:

Step 1: Identify Tasks. Begin by brainstorming all the tasks you need to accomplish to reach your goal. ...

Step 2: Analyze and Delegate Tasks. ...

Step 3: Develop an action table



**A SMART ACTION
PLAN INCLUDES
5 CHARACTERISTICS
OF AN OBJECTIVE:**

The Action Steps are the most important components of the projects-oxygen to keep the projects alive. No **Actions**, no **action**, no results. The true outcome of any idea depends on **Actions** that are taken and then completed by you or delegated to someone else.

YOUR ACTION PLAN IS YOUR GUIDE TO SUCCESS:

Number	Action to be taken	Local problem to be solved	Description of the action	Estimated budget	Possible resources/funding	Responsible Authority/Partner	Implementation / Timeline



05

OUR PARTNERSHIP
AT A GLANCE

The stakeholders involved in the MCM project are :

ALLIANCE RÉGIONALE (FRANCE)

SOCIAL ACTION

- Fondation COS Alexandre Gasberg Bordeaux (<https://www.fondationcos.org/>)
- Welcome Centre for Asylum Seekers (CADA) - Bordeaux (https://www.groupe-sos.org/structures/1196/CADA_de_Bordeaux)
- Welcome Centre for Asylum Seekers (CADA) - Bègles (<https://www.france-terre-asile.org/accueil/etablissement/cada-de-begles>)
- Welcome Centre for Asylum Seekers (CADA) Quancard - Villenave-d'Ornon (<https://www.fondationcos.org/centre-daccueil-pour-demandeurs-dasile-cada-cos-quancard>)
- Centre for Social and Economic Integration (CISE) of Cenon
- Social Work Center (CCAS) of Bègles
- Committee of Promotion Actors - Bordeaux (<https://www.clap-so.org/le-clap-sud-ouest/>) + Mediation Sector - Lormont (<https://www.clap-so.org/les-secteurs/mediation/>)
- Mediation team Lormont City Hall
- Agence PLACE - Bègles (<https://place-reflex.org>)

SOCIO-CULTURAL & SPORTS STRUCTURES

- The SQUID, Self-managed Social Centre - Bordeaux (<https://squid.frama.site/>)
- Social and Cultural Center of Estey - Bègles (<https://estey.mairie-begles.fr/>)
- Association DIDEÉ/ Social and Cultural Center - Lormont (<https://asso-didee.org/lassociation-d-i-d-e-e/>)
- Social and Cultural Center of La Colline - Cenon (<http://csc-lacolline.com/>)
- Social and Cultural Center of Paul Bert - Bordeaux (<https://www.facebook.com/reseau.bert>)
- Citizen Oval (<https://ovalecitoyen.fr/>)
- AFL Bastide - Bordeaux (<https://www.aflbastide.com/>)
- Wanted Café (<https://www.facebook.com/wantedcafebordeaux/>)

PROFESSIONAL AND ECONOMIC INTEGRATION

- Les Balades alternatives (<https://bordeaux.alternative-urbaine.com/>)
- AIM Actions Inter Médiation - Lormont (<https://www.aim-formation.fr/>)



REGIONAL ALLIANCE (IRELAND)

SOCIAL ACTION

- Roscommon County Council - Roscommon (<http://www.roscommoncoco.ie/en/>)
- County Roscommon Refugee Resettlement Programme – Roscommon (<http://www.rosleaderpartnership.ie/?pagid=county-roscommon-refugee-resettlement-programme>)
- TUSLA - Dublin (<https://www.tusla.ie>)
- Ballaghaderreen Family Resource Centre – Roscommon (<https://www.facebook.com/pages/category/Community-Service/Ballaghaderreen-Family-Resource-Centre-319308348648265/>)
- Northwest Roscommon Community Development Programme – Roscommon (<http://ballaghaderreen.com/nw-roscommon-community-development-programme/>)

PROFESSIONAL AND ECONOMIC INTEGRATION

- Athlone Institute of Technology – Dublin (designated as a College of Sanctuary in recognition of a range of initiatives demonstrating a commitment to welcoming asylum seekers and refugees into the college community and fostering a culture of inclusion for all) (<https://www.ait.ie>)
- Galway Roscommon Education & Training Board (GRETb) – Roscommon (<http://galwayroscommon.etb.ie>)
- Foroige - Dublin (<https://www.foroige.ie>)



REGIONAL ALLIANCE (NETHERLANDS)

SOCIAL ACTION

- Municipality of Leeuwarden - www.leeuwarden.nl
- Province of Fryslân - www.fryslan.frl
- Kruispunt - www.onskruispunt.nl
- Amnesty Leeuwarden - www.amnestyleeuwarden.nl
- Mentorprogramma Friesland - <https://www.mentorprogrammafriesland.nl/>
- European Center for Evidence-Based Mentoring - <https://www.ecebmentoring.eu/>
- Stichting VerbindMij - <http://www.stichtingverbindmij.nl/>

SOCIO-CULTURAL & SPORTS STRUCTURES

- Dbieb - www.dbieb.nl
- Jonge Ouders Heerenveen Young Parents Meeting Centre - <https://www.caleidoscoopheerenveen.nl/jeugd-en-jongeren/ontmoetingscentrum-jonge-ouders-ojo/>
- Meeting Centre Young Parents Leeuwarden - <https://www.amaryllisleeuwarden.nl/jongerenwerk/ontmoetingscentrum-jonge-ouders/>

PROFESSIONAL AND ECONOMIC INTEGRATION

- Office Zelfstandigen Fryslân - www.bureauzelfstandigenfryslan.nl
- SpareSpace - <https://www.sparespace.org/>
- Friesland College - www.frieslandcollege.nl
- Pastiel - www.pastiel.nl



REGIONAL ALLIANCE (SWEDEN)

SOCIAL ACTION

- Urbana hembygdsgården - <https://www.kristianstad.se/sv/omsorg-och-hjalp/invandring-och-integration/aktiviteter/urbana-hembygdsgarden/>
- Integra Kalmar - <https://kalmar.se/omsorg-och-stod/invandring-och-integration/integra.html>
- Mötesplatsen Alvesta - <https://www.alvesta.se/omsorg--stod/Integration/motesplats-centrum/>
- Gemenskap Kalmar - <https://gemenskapkalmar.se/>
- Kronoberg tillsammans - <https://kronobergtillsammans.se/integration/>
- Internationella vänner - <https://internationellavanner.se/om-oss/>
- Svenska för alla - <https://swedish-for-all.se/ova-svenska-practice-swedish/>

SOCIO-CULTURAL & SPORTS STRUCTURES

- Väninnor till väninnor - <https://www.alvesta.se/omsorg--stod/Integration/vaninnor-till-vaninnor/vaninnor-till-vaninnor-i-kronoberg/>
- Kronoberg tillsammans - <https://kronobergtillsammans.se/integration/>
- Internationella vänner - <https://internationellavanner.se/om-oss/>
- Friluftsförbundet - <https://www.friluftsförbundet.se/>

PROFESSIONAL AND ECONOMIC INTEGRATION

- Arbetsförmedlingen, vidareutbildning - <https://arbetsformedlingen.se/for-arbetssookande/extra-stod/stod-a-o/arbetsmarknadsutbildning>
- Informationsverige, för dig som är ny i sverige - <https://www.informationsverige.se/sv/>
- Kurser att gå - <https://www.kurser.se/kurs/svenska>
- Antagning sverige, alla utbildningar - <https://www.antagning.se/se/start>



This guide for the creation of a regional alliance in the field of migrant community mediation has been produced by the partners of the Migrant Community Mediator project: Le LABA - Folkuniversitetet Stiftelsen Vid Lunds Universitet - Roscommon LEADER Partnership - Learning Hub Friesland Foundation - Momentum Marketing Services Ltd - Canice Consulting Ltd

