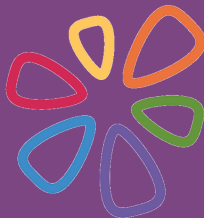




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INCLUDATE
Educating for Inclusion

General summary and evaluation of **five** Local Action Plans





1. INTRODUCTION

This report summarizes five Local Action Plans and presents the results of their evaluation. Local Action Plans [hereinafter also referred to as LAP's or strategies] were prepared in the Frame of the Erasmus+ Strategic Partnership "INCLUDATE – Educating for Inclusion" [2021-1-DE02-KA220-ADU000035355].

Local Action Plans are written strategies for more inclusive communities and cities, created on highlighted needs and problems of people with migrant experience. One of those plans was led by municipality (Gdynia) and four of them by the local NGO's and migrant organizations (Copenhagen, Palermo, Budapest and Berlin). To produce and implement 5 local strategies and action plans that are compatible with the needs of local communities, migrant associations and municipalities was one of the main results of INCLUDATE project and the main one when it comes to 3rd Work Package. It's worth noting that INCLUDATE project cycle was organized along 5 Work Packages, each of them leading to specific project results. One of those packages [Work Package 3, WP3] – coordinated by MOPS Gdynia (supported by the Polnischer Sozialrat e.V. from Berlin) – was focused on Strategy Making Processes and included activities such as: method and good practice research and exchange and training on strategy making and implementation. At the same time, the local strategies took into consideration all the methods and needs learned during 2nd Work Package such as community mapping and reporting or conversation of change events organized and conducted by the project partners in their local communities. The aim of this practice was to implement the learning outcomes of the training, but also to provide practical support to all the partners to create a first draft of a strategic document that they can present and negotiate in the future with their local partners and communities.

This report results directly from the assumptions of the application form of INCLUDATE project (cf.: Application, Project Results Details 2, p. 68) according to which the 5 strategies will be accompanied by a general summary and evaluation, presenting, among others, the overall context of the preparation of the strategies, the learning outcomes and the transferability of the practice. As while coordinating the partners' work, MOPS – as a leader of WP3 – coordinated also an action research designed for analyzing and assessing the strategy making process, this report – in addition to the general summary and evaluation of the strategies – presents also the result of this type of analysis.

Ex-post evaluation – as defined – is carried out after the completion of a given program, project or activity.

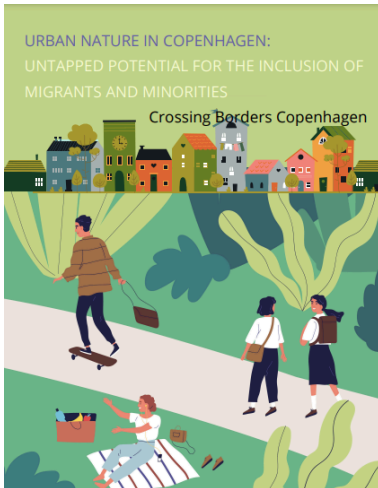
In this sense, the subject of the evaluation are five Local Action Plans, which are the final products of Work Package 3 of the INCLUDATE project. The purpose of evaluation is therefore to assess the effectiveness and efficiency of the process, understood as an assessment of the implementation of activities in relation to the assumed plan and achieved effects. For the purposes of evaluation, the so-called methodological triangulation was used, which involves the use of various mutually complementary and verifying research methods and techniques (qualitative methods were used such as desk research and group interviews), and triangulation of information sources, which involves multiplying and diversifying information sources within the same methods (desk research analysis included in particular five LAP's and templates developed for WP3, group interviews were conducted during LTTAs with different representatives of partner organizations involved in the project).

General summary and evaluation of five Local Action Plans were conducted by Municipality Social Welfare Centre in Gdynia [PL: Miejski Ośrodek Pomocy Społecznej w Gdyni, MOPS Gdynia].



2. GENERAL SUMMARY OF FIVE LOCAL ACTION PLANS

This section presents summaries of five Local Action Plans developed as a part of Work Package 3 of the INCLUDATE project by the five partner organizations, i.e. (in alphabetical order): Crossing Borders, Konkav, MOPS, Per Esemplio and Polnischer Sozialrat. The general summaries were prepared based on the same scheme, starting with presenting the main goal of the LAP, preparation context and the content of subsequent chapters.



“URBAN NATURE IN COPENHAGEN: UNTAPPED POTENTIAL FOR THE INCLUSION OF MIGRANTS AND MINORITIES”

CROSSING BORDERS, COPENHAGEN (DENMARK)

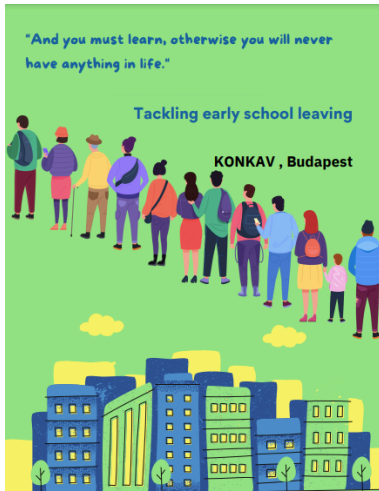
The Action Plan presents a strategy to utilize Copenhagen's urban nature as a mediator for the inclusion of migrants and members of minorities. The plan, divided into four chapters, is based on insights gleaned from the Includate project, and uses Copenhagen's position as a global leader in sustainability and green initiatives, as a platform for integrating environmental considerations into social inclusion efforts. The introduction of the plan presents not only the comprehensive demographic analysis of migrant communities, but also analysis of the role of urban nature and its impact on and potential for migrants and members of minorities in Copenhagen. The above is consistent with the

assumptions of a long-term urban policy. Focus on creating and preserving green areas can be seen in the urban planning of Copenhagen, including for example in the Five Finger Plan – a strategic urban development plan, introduced in the 1940s and in other already implemented governmental decisions, tools or strategic frameworks, also presented in the introduction.

The first, needs analysis chapter delves into the multifaceted needs, challenges and structural barriers faced both by newcomers (particularly migrants) and members of minorities in Copenhagen (second-generation migrants and non-EU minorities), in their quest for social inclusion and integration in Denmark. The last section includes an in-depth analysis of how the Copenhagen's urban nature can meet and respond to the needs of the aforementioned groups.

In a second chapter, strategy is dissected into three objectives, for which 12 steps were assigned, that aim to address the needs of migrants and members of minorities in Copenhagen while utilizing urban nature as an arena for inclusion and integration. They concern creating awareness about nature based initiatives in Copenhagen, making them more inclusive and developing new ones. Each objective includes both a description of its purpose and how it aims to address the needs of migrants and members of minorities in Copenhagen. The implementation of the plan, detailed in a third chapter, involves 13 key steps and considerations including, among others, cost and risk assessments, potential collaborations, actor-network engagement, collection of resources and fundraising, dissemination and evaluation. The implementation of the first three objectives was planned for a minimum of four years, at the same time emphasizing their timeless and sustainable nature. The Plan represents a holistic approach to fostering integration, inclusivity, and sustainability in Copenhagen and, in the last chapter, highlights the beneficial qualities of urban nature as a valuable resource for the inclusion and well-being of migrant communities and minorities.

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“TACKLING EARLY SCHOOL LEAVING” KONKAV, BUDAPEST (HUNGARY)

The Action Plan aims to address the early school leaving rate, primarily among the Roma community, which is a significant social problem in the Ferencváros district of Budapest, Hungary. The Action Plan, divided into three main chapters and references as a fourth one, is the result of extensive research and insights gathered from community mapping and reporting, series of interviews with educators, students, parents, social workers, community leaders, and systematic collection of best practices from various sources, including educational institutions, community organizations, and governmental agencies. By involving and securing support from various stakeholders, the overarching objective of the plan is to initiate a dialogue, foster collaboration, and cultivate partnerships that will provide the necessary resources, expertise, and support to achieve the set goals and create lasting positive impact.

The first two chapters attempt to define the problem of early school leaving through reviewing the relevant literature, identifying most significant indicators and analyzing the main factors that lead to school drop-out in the educational institutional settings, as well as overviewing a local institutions and organizations that may be considered as stakeholders that can influence the outlined problem. To gain a deeper understanding of the issue and to explore local relevance, one section fully presents the results of conducted semi-structured interviews with local stakeholders and professionals, based on four criteria: supportive environment – home, supportive environment – school, school-home relationship, school environments and methodologies. The interviews allowed to identify core problems and risk factors related to early school leaving, listed at the end of the section.

To address early school dropout rates and to encompass targeted interventions, the Action Plan – in the third chapter – outlines and describes in detail three key solutions, such as: mentorship programs, restorative practice workshops and supervision for teachers. The plan specifies ways to implement indicated solutions, emphasizing however that some of them could be started immediately as a kind of pilot programmes at local level, within utilizing existing resources and capabilities, and with the involvement or support of local organisations and the local government, but some require an additional financial and human resources, as well as a higher collaboration between the civil sector and the education system in response to serious level of early school leaving rates.

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SOCIAL SUPPORT PROGRAMME
FOR IMMIGRANTS RESIDING IN GDYNIA

FOR YEARS 2024-2026

“SOCIAL SUPPORT PROGRAMME FOR IMMIGRANTS RESIDING IN GDYNIA FOR YEARS 2024-2026”

MOPS GDYNIA, GDYNIA (POLAND)



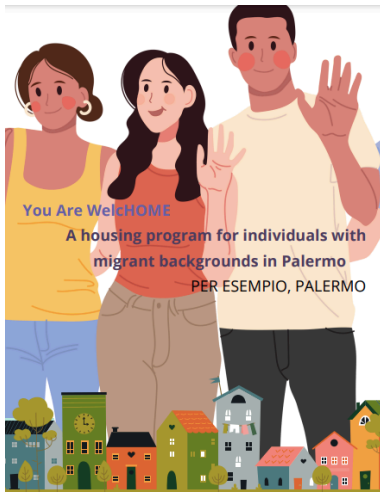
opinions gathered during the community mapping and reporting workshops with the exclusive participation of representatives of Gdynia's migrant community.

The three year Action Plan aims to rising adaptability and community resilience in the face of refugee crisis and the significant influx of migrants to Gdynia following the outbreak of the armed conflict in Ukraine. The plan, divided into three chapters, is the culmination of the work of a multidisciplinary group comprising representatives of key urban actors involved daily in supporting people with a migrant experience. The conclusions of the diagnosis were based both on desk research and information provided by key stakeholders during structured meetings and expert interviews. They also reflect the

The first, background analysis chapter presents both data on the scale of migration in Gdynia and the municipality's resources and institutions dedicated to supporting migrants, including the entities cooperating in this endeavour. The section concludes with a detailed list of the main barriers and challenges posed by the local support system to individuals and families who experienced migration – as defined by both key stakeholders and representatives of the migrant community. The description of the diagnosed barriers and challenges was structured in terms of thematic areas: administration and cooperation, formal and legal regulations, communication, employment, housing, education, research and analysis. Listed barriers formed the basis for the priority strategic objectives and outlined actions.

The second, strategic chapter presents three main objectives and 16 assigned actions to be implemented in the adopted timeframe, focusing on improving the harmonisation of the municipality activities and offers, improving access to city services and support offers, and increasing knowledge of Gdynia's new residents and migration phenomena. Under each objective, the expected results of planned activities are furnished. The last chapter details the implementation process, including the outlined phases of implementation, sources of funding, the method and frequency of monitoring and the main implementers. The form and idea of the Action Plan is semi-open – it is a proposal for further participation in the improvement and planning of activities within the framework of the municipality policy for the social inclusion of people with migrant background.

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**“YOU ARE WELC(h)OME.
A HOUSING PROGRAM FOR INDIVIDUALS WITH
MIGRANT BACKGROUNDS IN PALERMO”**

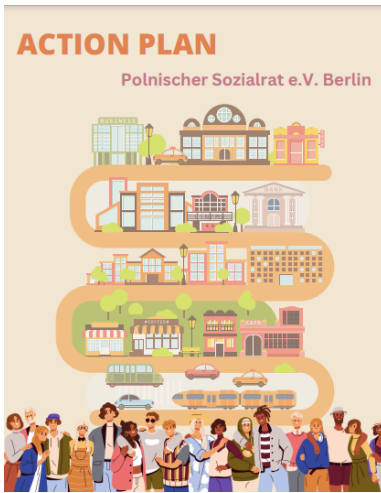
PER ESEMPIO, PALERMO (ITALY)

The two-year draft programme is focused on ensuring equitable access to housing due to housing-related needs for migrants facing racial discrimination in Italy. The Action Plan, divided into three chapters, represents the collaborative efforts of a multidisciplinary group of key stakeholders committed to supporting people who have experienced migration. The findings are based on both desk research and information gathered from local stakeholders during the community mapping and reporting workshops and dedicated focus groups.

The first, analysis chapter provides a comprehensive demographic and contextual analysis of migrant communities in Palermo, Italy. It highlights the identified needs within these communities, providing insights into their specific challenges and prevalent needs such as: access to housing, access to public services, access to the labour market and access to education. In-depth needs assessment reveals and describes pressing issues regarding shortages of suitable housing options, limited availability of social housing, overcrowding and discriminatory practices faced by individuals experiencing migration in the housing market. Racism and xenophobia pose, racial profiling, higher rental prices, landlords speculative attitudes and refusing to rent based on ethnicity or legal status, homelessness, housing vulnerability and hardship, negative public perceptions and stereotypes, discriminatory treatment by landlords, neighbours, and local communities – contribute to housing inequalities in Palermo and Italy as a whole impacting migrants’ access to suitable and safe housing.

To tackle above needs and challenges, the Action Plan – in the second, strategic chapter – outlines three key objectives and 15 specific actions, providing a comprehensive roadmap for addressing the identified housing-related needs and combating racial discrimination against migrants in Italy. The expected results for all objectives were identified and divided in two main target groups: people with a migrant background and the stakeholders (nonprofit organisations, local institutions and the local communities). The last chapter describes implementation of the action plan with six outlined phases to be taken to promote inclusive and humanitarian housing practices in Palermo and Italy.

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“ACTION PLAN”

POLNISCHER SOZIALRAT E.V. BERLIN (GERMANY)

The three year Action Plan aims to increase the integration EU-Nationals into the existing mechanisms of civic society in Berlin. Even though, the Action Plan is focused mostly on the Eastern-European communities in Berlin from Poland, Hungary and Romania, its implementation will be a benefit also to the other migrant communities and the German society as a whole. The Action Plan, divided into three main chapters and bibliography as a fourth one, is the result of synergic cooperation of three Berlin-based associations of Eastern-Europeans: the Polish Social Council [Polnischer Sozialrat], Free Hungarian Embassy [Freie Ungarische Botschaft], and Romanian Civic Diaspora [Diaspora Civica

Berlin], which formed an informal network called “East-Alliance” [Ostallianz]. Based on the Berlin-funded project “Interkulturelle Anlauf- und Beratungsstelle für Migrantinnen” [Intercultural Contact- and Advice-Center] and the Includeate project, the plan was developed in a democratic, participative and inclusive manner using community mapping and reporting, dedicated workshops and brainstorming sessions which provided the necessary theoretical base and input.

In the first, analysis chapter, instances of bias against the East-EU Communities were identified and divided into two main categories: structural and societal. The first ones included, among others: German bureaucracy, outdated, inadequate and overwhelmed administration processes, lack of proper representation and entities lobbying for the interests of the Eastern European communities at the higher levels of the European administration, lack of physical spaces where aforementioned communities can gather for social, communal or even cultural purposes. As pointed out, some of those, need to be solved with some overdue reforms on the federal level or require the cooperation of the entire Union. At the same time, societal obstacles were listed such as hidden and casual discriminations or racism, prejudice from employers and landlords, cultural differences or significant disparity between the “Willkommenskultur” (“welcoming culture”) as proclaimed by the government and the actual attitudes of the natives.

To establish a competent and reliable network of EU-Citizens in Berlin, capable of quick reaction and of providing in-depth analyses in its given field, which is the principal goal of the plan, grassroots recommendations were identified in the second chapter, and grouped into three main objectives, for which, in turn, 11 necessary actions were assigned, focusing on establishing a space for dialogue with the East-EU communities, removal of structural hurdles and individual empowerment. The implementation of the Action Plan, as pointed out in the last chapter, is already underway and its first tangible result was the launching of “East-Alliance”. The implementation of the plan assumes expanding the informal group with members from other East-EU Communities and the use of available resources and potential of the organizations creating the Alliance, with co-implementation and co-organization of activities to effectively articulate the Eastern-European communities interests as well as having them taken into account by politics and administration in Berlin.

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3. OVERALL CONTEXT OF THE PREPARATION OF FIVE LOCAL ACTION PLANS

This section presents overall context of the preparation of five Local Action Plans, which includes the participatory, factual, time, methodological and usability context. The section includes also a description of the results of action research for analyzing and assessing the strategy making process, designed within Work Package 3 of the INCLUDATE project.

PARTICIPATORY CONTEXT

As part of the INCLUDATE project, five local strategies and action plans were prepared, including one by the Gdynia Municipality (Poland) and four by non-governmental organizations: Crossing Borders from Copenhagen (Denmark), Konkav from Budapest (Hungary), Per Esempio from Palermo (Italy) and Polnischer Sozialrat from Berlin (Germany). The two remaining partner organizations (CRN from Berlin, Germany and Alda from Strasbourg, France), in accordance with the project assumptions, were not obliged to develop this type of plans. The participation and representation of entities involved in the development and implementation of planned initiatives can be described as diverse. These were entities with different formal and legal status (public institution VS non-governmental organizations), or coming from different (i.e. cultural, political, or economic) regions of the European Union. Recognition, through the first template ([READ MORE](#)), of the project partners' previous experience in implementing strategic planning processes also allowed to identify points of convergence between the partners, the key of which seems to be the following: mostly, there were no legal requirements which oblige partners to plan but, on a daily practice, they do the planning anyway. That means, from one hand, that each partner had already an experience in planning work (and the number of plans as well as the subject matters covered with the plans were wide) and from the other – despite of the lack of formal standards (e.g. central or local legislation), most partners had informal ones and used them for the strategic planning process and documents (such as: required or necessary steps in the planning process, required parts in the document or editorial layer). What's more most partners were able to identify good practices and models which could be a pattern in planning process and found them useful (cf.: [READ MORE](#), p. 7-16). All people involved in the development of Local Action Plans can be considered as experienced in the practice of strategic planning and action for the social inclusion of migrants. In this sense, the above was a good starting point for initiating work within Work Package 3.

FACTUAL CONTEXT

In general, all 5 local strategies and action plans are focused on the topic/issues of social inclusion of people with migrant background. In detail, **differences can be noticed both in defining the target group and the areas of planned strategic activities**. Three LAP's (MOPS Gdynia, Per Esempio, Crossing Borders) were developed for residents with migrant experience as a general social group, as opposed to the other two, whose areas of intervention were dedicated mostly to specific migrant groups (Eastern-EU Citizens living in Berlin, especially from Poland, Hungary and Romania in the Polnischer Sozialrat's LAP, Roma community in the Konkav's LAP). Similarly, the areas of planned strategic activities were varied (Crossing Borders' LAP: utilizing Copenhagen's Urban Nature as a mediator for the inclusion of migrants and members of minorities, Konkav's LAP: early school drop-out rates, MOPS' LAP: rising adaptability and community resilience in the face of refugee crisis, Per Esempio's LAP: housing-related needs for migrants facing racial discrimination, Polnischer Sozialrat's LAP: integration EU-Nationals into the existing mechanisms of civic society in Berlin). This is due to the fact that LAP's result from the key activities of project partners, their experience and outcomes of the project (such as community mapping and reporting) and that's why they are consistent with the needs of local communities, migrant associations or municipalities.

In this context, it is also worth noting that based on local understanding and practice of project partners, there was a common agreement on what a *strategy* is and what it is for. In this meaning, a strategy was defined/described as: long-term and overarching plan or approach, identifying and describing the current situation, defining the problems or challenges, determines the desired future state or change, describing/outlining a specific goals/steps or set of goals/tasks that need to be taken to make a change, providing a clear direction for action for the relevant groups (e.g. stakeholders, policy makers, communities) and for corresponding plans.



As the crucial functions of the strategy among others the following features have been indicated: set direction, harmonization, context building, educative tool (cf.: [READ MORE](#), p. 3-4). At the same time project partners defined the relation between different kinds of planning documents (programs, projects, action plans etc.) and the way they are corresponding to each other. **To distinguish correlations between different types of planning documents was crucial step to build a common understanding of the planning process and its implementation.** The key learnings of this analysis was that partners define different types of planning documents in the same way, but sometimes using different nomenclature/terms. In short, these correlations can be compared to an inverted triangle/pyramid with three pillars differing in the level of detail and purposefulness of the document in which:

- level 1 (name by partners as „strategies” or „programs”) means/characterizes: superior / overarching document to the others, provides a high-level strategic framework for action and may include a range of different projects and initiatives, does not go into detail - addresses issues/problems at the most general level, general horizons of change and broad context, long-term factors of change,
- level 2 („programs”, „action plans” or „projects”) – greater level of detail, refers to some substantive parts of the strategy, often covering one issue/problem, designed to achieve a particular outcome within a defined timeframe and with a defined set of resources and
- level 3 („projects” or „action plans”) – the most specific way of planning, refers to very specific topics, groups of recipients, very detailed roadmap or set of steps that outlines the specific actions that need to be taken to achieve a particular goal or objective (cf.: [READ MORE](#), p. 5-6).

According to this typology, four LAP’s (MOPS Gdynia, Polnischer Sozialrat, Per Esempio, Crossing Borders) are characterized by a second level, the Konkav’s LAP by a third one.

TIME CONTEXT

The LAP’s preparation process was carried out based on the methodological plan described in detail in the next point, initiated in the last quarter of 2022 and implemented during the following months. In December 2023, during the Transnational Project Meeting [TPM] in Strasbourg, the first drafts of the LAP’s were presented and discussed, and their final versions were completed by February 2024. **The LAP’s preparation was developed in accordance with the INCLUDATE project schedule.**

METHODOLOGICAL CONTEXT

Five LAP’s is the result of a methodically planned process – implemented based on the INCLUDATE project - with the participation of key stakeholders, including representatives of the migrant community.

As a part of an action research designed for analyzing and assessing the strategy making process, MOPS developed a concept of Work Process Matrix, in which five steps of the strategy and planning process were identified and described ([READ MORE](#)). This Matrix took the form of an analytical questionnaire and provided an proposed outline of activities for the partner organizations involved in the project. The aim of this tool was an interdisciplinary reflection on the strategic planning process, including: conceptualization of the process (step 1), reflection on problems, barriers and assets in the planning process (step 2), goals, tasks and activities (steps 3-4) and the implementation (step 5). The Matrix was developed in the last quarter of 2022, and in the following months it was presented in detail to project partners, both during online and stationary meetings (including TPM in Copenhagen in October 2022 and LTTA in Palermo in June 2023). In addition, 3 templates has been prepared (in form of a survey or a questionnaire with 8 questions each) and they corresponded to the Matrix in more detailed way, as a kind of a road map and a helping tool (cf.: [TEMPLATE 1](#), [TEMPLATE 2](#), [TEMPLATE 3](#)). The aim of the templates was: (1) to share the reflection on the planning process (to highlight the experience of people involved in the planning process, their perception of a given subject matter; it was a preliminary stage for building LAP’s and for possible predevelopment e.g. based on a problem tree or other method) and (2) to launch/start the process of planning, networking and participation in the local communities (it was assumed that each template will be completed with a broad participation of main stakeholders, co-workers or others to catch practical, hands on experience insight on planning). Based on the first template, a summary report was prepared ([READ MORE](#)), which was then presented and discussed at the LTTA in Palermo, Italy, not only to build a common understanding of planning process but as well as to develop/establish proposals for the next stages of the process and its implementation. The proposed tools and actions were based on the idea of following the process, in thus, capabilities of partners participating in the INCLUDATE project, and modifying or adapting them to current conditions and needs.



At the beginning of 2023, the strategic planning stage began. For this purpose, the method of Building the Problem and Goal Tree was used, based on the Logical Framework Approach ([READ MORE](#)). The above was also an element of an action research designed for analyzing and assessing the strategy making process. A theoretical framework for adapting the method on project grounds was developed (quasi-job training, workshop scenario) and then tested in workshop form with a group of social welfare workers, enriching the developed material with new content ([READ MORE](#)). Workshops on the problem and goal tree making were next conducted during LTTA in Palermo, Italy in June 2023, with the participation of representatives of the INCLUDATE project partner organisations ([READ MORE](#)). Before that, in addition to the above method, partners took part in training regarding community mapping and community reporting. Those two approaches – merged by the INCLUDATE consortium and conducted within Work Package 2 – combine the open and inclusive benefits of storytelling with the visualizing strength of community mapping to gain insights into the lived experiences of migrant residents. Partners organized this type of workshops in their local communities. A tangible effect of the each workshop was the identification of the needs and opinions of the representation of migrant communities and the definition of key problems and barriers from the perspective and experiences of migrants' everyday life in their new place of residence, in areas such as education, housing, public and private services, and administration. The culmination was an organization of Conversation Of Change Event, which – together with community mapping and reporting – provided a basis for a broader dialogue between different stakeholders (i.e. the migrant community, professionals and local decision-makers) on needs assessment and desired changes in the local migrant support system.

As part of the methodological work, a standard for the preparation of LAP's was also developed, including both table of contents (LTTA, Palermo, June 2023) and the visual form (TPM, Strasbourg, December 2023). In short, the substantive framework of a planning documents ([READ MORE](#)) included three main parts: (1) diagnostic / background analysis (summary of the local needs assessment based on both outcomes of WP2 such as community mapping and reporting, and others methods depending on the available resources in partners organizations or their needs such as expert interviews, building a problem and goal tree or desk researches), (2) strategic (description of the main goals and expected outcomes) and (3) implementation (timeframe, stakeholders involved, resources to be used, funding schemes, evaluation and monitoring of the actions). Each of the five LAP's was prepared according to an adopted standard both in terms of table of contents and visualization. According to the project assumptions, LAP's supposed to take into account the participatory element in their development and implementation, i.e. the involvement of the widest possible group of key stakeholders, including the mechanism of influence of its beneficiaries in decision-making processes. According to the above, **all LAP's fulfilled methodological assumptions**, at least on the basic level.

USABILITY CONTEXT

As already noted, all five local strategies and action plans are focused on the topic/issues of social inclusion of people with migrant background through different kind of actions. Assessing the plans in usability context also allows to identify additional ways of using LAP's such as: to improve and professionalize management and planning processes in the organization (Konkav), to plan the process of migrants' social inclusion in response to the global crisis which was a significant inflow of war refugees from Ukraine in a short time (Gdynia), to empower the specific migrant groups (Polish Council), or to network inter-sectoral and inter-institutional activities for the migrants' social inclusion (all authors). It is worth noting again that **LAP's were prepared in response to diagnosed local needs, which affects not only different types of planned activities and targeted groups but also different approaches to their use.**

The context usability assessment of LAP's in terms of their implementation potential is also positive. This involves both specifying key implementation elements in each document (such as timeframes, outcomes and indicators, monitoring and evaluation methods), and declarative assessments of the authors according to which all project organizations plan to disseminate the documents and then implement them as a part of a post-project activities. The main challenges in this context were primarily considered to be securing financial resources guaranteeing continuity and the ability to implement planned activities. It was also common agreed that strong dissemination plans are needed that should include both the distribution of LAP's among local decision or policy makers and umbrella organizations, as well as organizing a panels for the local communities combined with wide distribution of the curriculum prepared also within the INCLUDATE project.



4. THE LEARNING OUTCOMES

This section presents the learning outcomes that were collected during several months of implementing Work Package 3 of the INCLUDATE project.

- The project implementers are aware of the multitude of available methods and tools in the area of strategic planning and the fact that this subject matter is developed in practical and theoretical dimensions in many ways. The design and assumptions of the project assumed building a space for testing and reflecting on how to effectively use existing methods and tools for building and creating LAP's, relating them to local needs and conditions (such as unique migration situation, available resources, etc.). The INCLUDATE project managed to develop proposals for action that take into account the above adaptations and build a common understanding of the strategic planning process and its implementation.
- Any methods and tools utilized to develop LAP must be adapted and contextualized to the local conditions of their use and implementation, including the specifics of a given organization/entity. Adaptation and contextualization have several meanings. Firstly, each entity launching the strategic planning process should be guided by the idea of intuition or experience when choosing the methods and tools it intends to use in this process. Secondly, a preliminary condition is to consider how much time you have for the planning process – in some local communities you can afford a long-term process, but there are situations (e.g. social or migration crises) where planning must be time-limited and cannot last long-term. Thirdly, considering the position of the organization/entity conducting the process, including what experience and resources it has (including human, technical, organizational) and to what extent it is recognizable and established in the local community. Fourth and fifth, it is important to recognize both the political situation and the legitimacy of planning processes (both at the local and national level), as well as whether an entity or person with the competences to lead, mentor and conduct the planning process is active locally.
- The indicated contexts mean that the process of building the LAP will ultimately take the form of work on a specific level of this plan, having a narrower or wider scope and a longer or shorter timeframe. The established educational model respected the above and included the following steps: (step 1) selecting methods that seem culturally close, recognizable or in which one has experience; (step 2) analysis of which elements of the method are important and obligatory and which can be omitted in order to simplify the method; in the case of modification: respect for the author's intention in the method and careful preservation of the key ideas guiding it; (step 3) readiness and reactivity for possible changes in the process.
- Working on the standardization of the strategic planning process in an international group (an inherent feature of every strategic planning process for people with migrant experience) involves additional commitment. Planning for the migrants social inclusion requires extra time due to differences (cultural, regional, social, language) between partner countries or parties involved in the planning process. Another difficulty that the INCLUDATE project faced to was the variability/rotation of people involved in the plan building process, which resulted in a greater investment of time and work in educational activities and transferring the knowledge. The planning process set in international and cultural contexts requires great mobilization and perseverance in patiently animating each element of this process. In this sense, the competences to establish and maintain a lasting network of relationships that enable meaningful and long-term planning are extremely important.
- Each entity involved in the strategic planning process must not be discouraged by possible difficulties at the stage of plan implementation. Delivering a specific product, such as a strategic document, is as valuable as initiating the process of its creation. Launching the process allows to activate the element of networking and participation in the local communities. To develop 5 local strategies and action plans was one of the expected results of INCLUDATE project, which was successfully achieved, however – as the project implementation process proved – it was equally valuable to launch the process itself in local communities, and the attempt to achieve a coherent narrative about necessary changes resulted in many strong potentials for change (whether in the organization or locally). It was also a space to reflect on the systematization of local inclusive activities for people with migrant background.



- As for the developed plan, it is worth to ensure appropriate visual and linguistic presentation of the content (communicative, simple language). The INCLUDATE project team modeled the visualization process based on which five LAP's were prepared. A written document that is interesting in its form attracts attention, giving the document a chance to be perceived both as reliable and professional. The plan itself also becomes a kind of showcase of the parties involved in its development. However, at the executive level, this involves additional work and time.
- In the strategic planning process, the entire planned path of its implementation should be presented simply and clearly to those involved, and successively communicated what stage of the process we are at, what we have achieved and what is still ahead of us. Basic values, informally adopted by partners organizations in building LAP's, were: empowerment of all parties involved in the planning process (respecting their diversity and opinions), participation (creating a space to participate in this process at any level or stage), transparency (informing the local community about the planning process and how to get involved), the idea of shaping local policies based on facts and good recognition/diagnosis of the situation (data based policy). These basic values should be made explicit and presented to all parties/people participating in the process.

5. THE TRANSFERABILITY OF THE PRACTICE

This section presents the transferability of the practice, closely related to the learning outcomes in the preceding chapter. The implementation and summary of Work Package 3 of the INCLUDATE project allowed to identify three key steps as fundamental in the aforementioned context.

- **PLAN THE PROCESS:** the first step of the strategic planning process is a well-developed plan and idea for managing the process, as a kind of a road map or a guide to the process. This plan should always depend on both its specificity and available resources.
- **DEFINE THE STEPS/STAGES FOR IMPLEMENTING THE PROCESS:** the more carefully the process is planned and the more detailed its stages are, the easier it is to implement the plan. Example steps/stages include: defining timeframe, exploring available resources and identifying the working group or key stakeholders who will support the process.
- **IDENTIFY AND ASSIGN KEY FUNCTIONS IN THE PROCESS:** clearly establish the role and function of people in the strategic planning process. In INCLUDATE project roles proposal division in planning process covered: (1) an animator (moderator) of a group work; (2) a person carrying out research and analyzing data, (3) key note taker and editor of the content created during group work. In each strategic planning (apart from defining and assigning key functions), additional time should be assumed for transferring knowledge (conclusions) to new participants who will appear during the process (which results from changes/rotation of participants during group work).

6. CONCLUSION

As described and presented above, both the developed products and the process of achieving them met the assumptions of the INCLUDATE project at least at a good level and utilized all important elements necessary for a high-quality non-formal education process. The developed products have great potential for use both in local communities and for the partner organizations' further development.



- As for the developed plan, it is worth to ensure appropriate visual and linguistic presentation of the content (communicative, simple language). The INCLUDATE project team modeled the visualization process based on which five LAP's were prepared. A written document that is interesting in its form attracts attention, giving the document a chance to be perceived both as reliable and professional. The plan itself also becomes a kind of showcase of the parties involved in its development. However, at the executive level, this involves additional work and time.
- In the strategic planning process, the entire planned path of its implementation should be presented simply and clearly to those involved, and successively communicated what stage of the process we are at, what we have achieved and what is still ahead of us. Basic values, informally adopted by partners organizations in building LAP's, were: empowerment of all parties involved in the planning process (respecting their diversity and opinions), participation (creating a space to participate in this process at any level or stage), transparency (informing the local community about the planning process and how to get involved), the idea of shaping local policies based on facts and good recognition/diagnosis of the situation (data based policy). These basic values should be made explicit and presented to all parties/people participating in the process.

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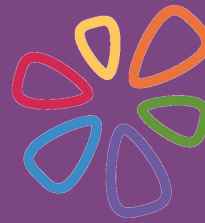
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