

Models of Intersectoral Cooperation in the Area of Integration of Young People

Analysis of characteristics and success criteria

Antonia Clary, June 2020



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Introduction

The work of a particular policy area is usually defined by its mandate. Given that young migrants and refugees in the integration process are often affected by several policy areas simultaneously, it is important to focus on the needs and requirements of the young people involved, while coordinating the actions undertaken in the respective policy areas.¹

The European Union (EU) highlights the relevance of cross-sectoral cooperation between the youth sector and other sectors in several documents.² In the *Council conclusions on the role of youth work in the context of migration and refugee matters*³, the Member States of the EU also lay out specific measures for improving cooperation between the different actors involved in the integration of young refugees and third-country nationals.

It is from this mandate to place youth at the centre of activities and engage cross-sectoral cooperation that the 24-month EU project “Youth work in the context of integration” takes its lead. The project is implemented by the International Centre for Migration Policy Development (ICMPD) in cooperation with the Austrian Federal Ministry of Labour, Family and Youth and the European Commission Directorate-General for Structural Support (DG REFORM). The project is aimed at supporting the Austrian authorities in improving administrative and strategic capacity for the creation and implementation of comprehensive policies/mechanisms, in order to better network and coordinate the participating actors in the areas of youth work and integration. The project addresses relevant Austrian governmental and non-governmental actors involved in the respective sectors; at municipal, provincial and national level.

ICMPD has conducted an analysis of the current status of youth work in Austria in the context of integration as seen in four federal provinces. The Vienna-headquartered organisation has also developed a support package for relevant stakeholders and promoted networking between those sectors involved in the integration process for young people, through piloting a committee that holds regular meetings, in addition to various other activities.⁴

In Austria, on the federal level, the Integration Advisory Council (IAC) constitutes a cross-policy-sector committee mandated under the Integration Act, which convenes twice a year to exchange views on

- 1 See EU-CoE Youth Partnership (2019). *Guidelines on working with young refugees and migrants – Fostering cross-sectoral co-operation*. p. 14.
- 2 See, for example, the *EU Youth Strategy 2019-2027*.
- 3 See Council of the European Union (2018). Doc 14082/2/18 REV 2 (de), Conclusions on the role of youth work in the context of migration and refugee matters. <http://data.consilium.europa.eu/doc/document/ST-14082-2018-REV-2/de/pdf> (accessed May 2020).
- 4 See <https://www.icmpd.org/our-work/policy-research/policy/> (accessed 6.10.2020).

the implementation status of the National Action Plan for Integration (NAP.I). During IAC meetings, youth issues are also addressed in the context of integration. Representatives from the respective federal ministries, provinces, the Association of Towns, Cities and Municipalities, social partners and the Federation of Austrian Industries, and the five largest Non-Governmental Organisations (NGOs) take part in the IAC meetings; enabling an exchange also held between provinces.⁵ The federal provinces also exchange views on integration and youth policy issues via the conference for provincial integration and provincial youth advisers, held annually.

There have also been various efforts made to combine the areas of “youth” and “integration” within the federal provinces themselves. While the respective actors working in those two areas are closely interconnected with each other, there tends to be only selective cooperation between the sectors, which is much less structurally established. Cross-sectoral cooperation between the two sectors is primarily characterised by personal and informal networking in the smaller provinces involved in the project, Vorarlberg and Salzburg.

In Vorarlberg, however, there is a formal coordination structure guiding youth work and the prevention of extremism. The locating of the two sectors within one department, within the provincial government, is a special feature of the dynamic seen in Salzburg. The “*Akzente*” (“Accents”) association funded by the federal province is responsible for the implementation of provincial youth policy, while simultaneously playing a bridging role for the integration sector, through its cross-sectoral directorate and the effective networking of its regional offices.

For its part, Upper Austria has built up highly structured governance in the integration sector. Whilst the youth sector is not formally involved in this structure, it is included in practice, through the Regional Competence Centres (ReKIs). There is also a multi-layered network of cooperation between the two sectors within the administration in Vienna. All four provinces covered by the project undertake only minor networking between out-of-school youth work and the school sector on the provincial level.⁶

The project has shown that both in Austria and elsewhere in the EU there are a large number of effective cooperation mechanisms between different policy areas, which, among other goals, aim at integration of young people. Many cooperation models focus on the exchange of information in this regard, while others allow their members to use meetings to coordinate and decide on specific measures.

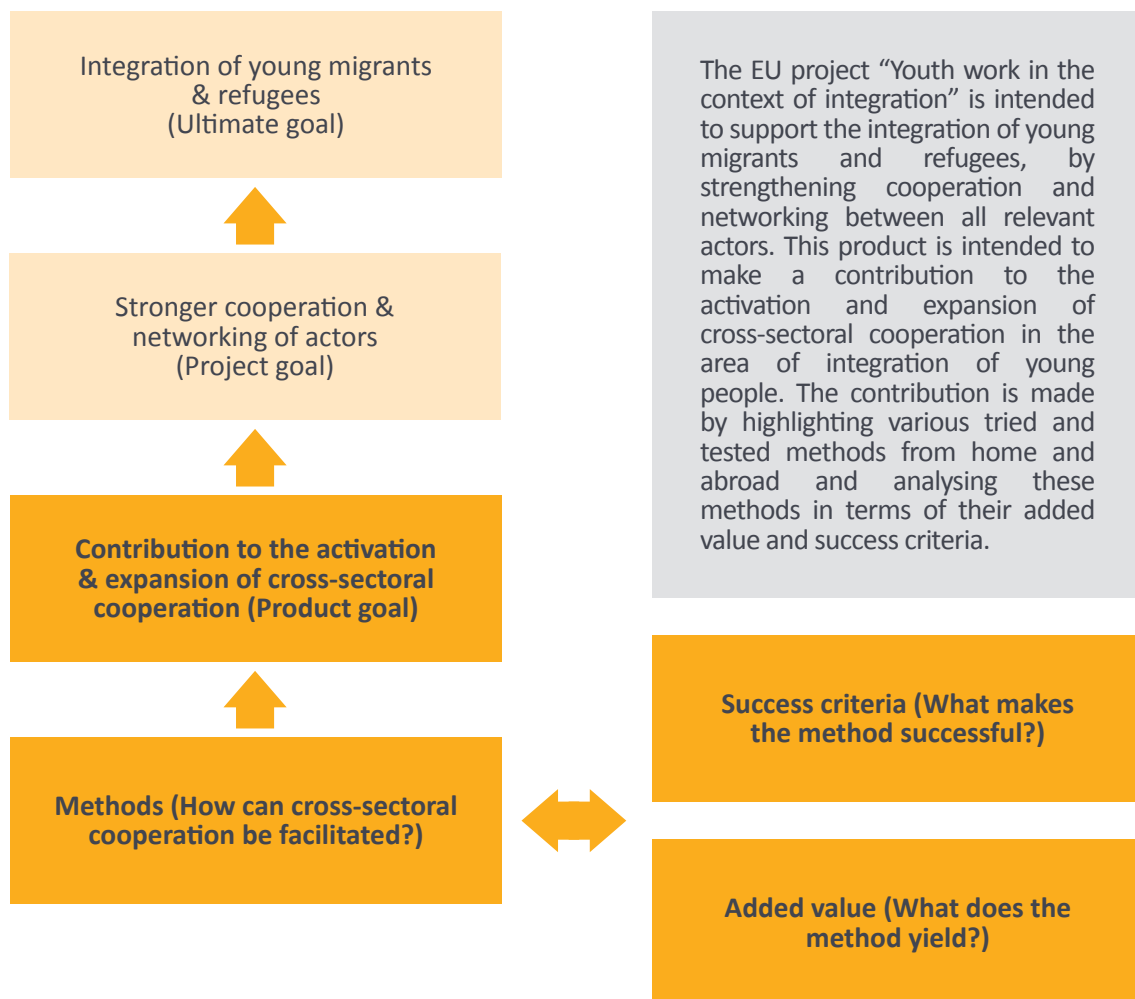
5 Perchinig, Bernhard, Hahn-Schaur, Katharina and Antonia Clary (2020). *Youth work in the context of integration – Report on findings of interviews and study trips*. ICMPD.

6 Perchinig, Bernhard, Hahn-Schaur, Katharina and Antonia Clary (2020). *Youth work in the context of integration – Report on findings of interviews and study trips*. ICMPD.

Methodology

As part of the support package developed within the framework of the EU-funded project “Youth work in the context of integration”, this paper, based on 28 cross-sectoral cooperation models from the youth and integration sector in Austria and the EU, analyses various methods used and their success criteria for the activation and expansion of cross-sectoral cooperation in the field. The outcome should serve as a source of guidance for internal networking of relevant stakeholders, both in terms of streamlining administration and implementing practice.

Embedding the project structure



Selection of the 28 analysed cooperation models was made based on the structure-changing networks, programmes and activities identified through project activities in the area of integration of children and young people. To this end, reports on the findings of interviews and study trips and the records of project events were consulted, with analysis of the various models being carried out. In-depth research was subsequently conducted on the creation and operation of individual cooperation mechanisms.

The methods for the different cooperation formats are described below, along with analysis of those criteria considered crucial for successful cooperation.

The selected examples constitute four specific types of structuring methods that facilitate cross-sectoral cooperation:

- funding programmes aimed at effecting structural changes;
- networking platforms, steering groups, information and interaction committees and hubs;
- diversity and youth mainstreaming within the administration;
- institutions for the promotion of cooperation between different actors.

Cooperation mechanisms can be found at both a horizontal and vertical level. Horizontal cooperation relates to cooperation between actors from various policy areas within a political and administrative management level. Public bodies and external partners – e.g. civil society organisations or religious communities – work together with the goal of strengthening social cohesion in their area. Given that both integration and youth work take place on a local level, the municipality plays a particularly important role here as a coordinating unit for the integration efforts of all relevant actors.

However, in order to accomplish structural requirements for living together in diversity, deploy available resources in the best possible way, and facilitate a holistic approach, mechanisms that allow cooperation with other administrative levels are also required. Vertical cooperation can therefore, on the one hand, serve to facilitate an exchange of views between administrative levels and show examples of good practice. On the other hand, it can also be used to support municipalities in setting up and expanding their cross-sectoral cooperation with know-how and financial resources. All the examples analysed therefore have both horizontal and vertical cooperation elements, which are interlocked with each other.

Description of the success criteria and effects of each method

Method I: Institutions for youth work as coordination bodies for cross-sectoral cooperation in the integration sector

Short description

Setting up a funding programme for targeted financing of cross-sectoral initiatives on work with young migrants and refugees under the leadership of municipal institutions.

Characteristics and success criteria

The list below outlines those aspects key to successful coordination bodies in the area of integration, ordered according to the key areas involved, namely: the actors participating in the cooperation, initiation of the programme, the type of activities funded, financing, and evaluation of the work undertaken.

Participating actors:

- There is an implementing organisation (e.g. the provincial responsible office for funding) with designated contacts, which:
 - is responsible for handling and backing the programme (e.g. support for application and implementation);
 - ensures documentation and transfer (e.g. through provincial exchange meetings);
 - designs and develops suitable training courses.
- The implementing organisation ideally consists of several departments (e.g. from the areas of integration and youth) and/or outsourced associations, which meet regularly.
- The responsible bodies in the area of youth work, as applicants for funding, have management oversight of resources (e.g. specialised offices for youth or youth representatives of municipalities, youth centres, or various sponsoring organisations).
- Other stakeholders are involved (e.g. schools, social services, local labour market offices, police, etc.).

Programme initiation:

- Application of the programme on a political level (e.g. dependence of the programme on a current issue of political relevance; letters to mayors and members of provincial government).

Description of the success criteria and effects of each method

- Application of the programme among relevant stakeholders (actors in youth work, other integration-related stakeholders).
- Development of positive and informative campaigns in the broader area of youth work for the general public and specific interest groups.
- Mandate for a policy guidance document from the youth and integration sector.

Funded activities:

- Explicit concepts consolidating the role of youth work are promoted in the context of existing and new municipal concepts on integration.
- Local youth institutions are capable of addressing current issues, developing and implementing concepts and connecting and coordinating the important “players” on specific topics.
- Minor measures (individual events, neighbourhood festivals, etc.) and larger projects are eligible for funding.
- Measures are set up and developed in such a way that they can be transferred and continue after the end of funding the period: resources can still be accessed (e.g. full-time staff, ongoing relationship building).
- Inter-office and inter-institutional cooperation and/or exchange takes place.
- The funding programme allows for broad shaping opportunities.
- The promotion of participation and integration takes centre stage (in work with the target group, the focus is on “dialogue and participation-oriented educational offers”).
- Participation is open to all young people, regardless of whether they have a migration/refugee background.
- Funding allows for (compulsory) activities for inter- and intra-communal networking (e.g. a structured exchange at inter-communal level involving projects and advisors, on common issues and challenges, as well as best practice).

Financing:

- Resources can be transferred to third parties to allow the involvement of as many actors as possible.
- Funding programmes, where possible, should have a long and clearly communicated term and offer planning reliability.
- Potential applicants are offered training courses on handling project applications.

Evaluation:

- The programme is academically supported and evaluated.
- Findings from the theory and the practice are interlinked.
- The programme is regularly adjusted to accommodate new findings, and work is carried

out on evidence-based development of the programme (e.g. through an expertise project which analyses programme evaluation after a number of years – the results of which could serve as a basis for future programme design).

Effect/Added value

- The position of actors in the local youth sector as serious players in the integration of young migrants and refugees is consolidated through targeted development of municipal integration strategies.
- Cooperation between the youth sector and actors in other sectors is improved.
- Specialists and volunteers in the field, by focusing on specific issues, start to challenge local structures and their own working methods (with a key focus on: sensitivity to prejudice, anti-racism).
- Those specialists and volunteers who do not come from the youth work area are helped to learn about the methods of the area.
- Transfer: the networks created/consolidated can be used for further projects.
- Knowledge is distributed beyond the project's target municipalities.

Method II: Topic-specific networking platforms in the context of integration of young migrants and refugees

Short description

Setting up topic-specific platforms, through which relevant actors can meet to coordinate their actions.

Characteristics and success criteria

The list below outlines those aspects key to setting up networking platforms that achieve their stated goals in the area of young migrant and refugee integration. The list is broken down into those components which are key in the regard: establishment of the platform, the participating actors, the operational aspects of such a platform, its financing and how the endeavour is to be evaluated.

Initiation of a topic-specific networking platform:

- During the establishing of a (topic-specific) networking platform, awareness raising is undertaken to attract all relevant actors to join the platform (e.g. targeted events and kick-off meetings, discussion of the issue by relevant actors within individual policy areas).
- The issue is suggested by a group of managers from public and private institutions, and the establishment of the platform is then commissioned at a political level.
- A policy decision, legal foundation or binding compulsory cooperation agreement is established among the participating institutions, which defines the goal of the networking platform and provides personnel resources (i.a. facilitating transition between school, training and career, language acquisition, prevention of extremism and democracy building).
- There is an interdepartmental and cross-party consensus on establishing the platform.
- Local and regional institutions are actively supported in establishing topic-specific cooperation and networking structures through higher hierarchical administrative units (e.g. the education administration could support individual school locations for use of the framework created for such cooperation in §65a of the School Organisation Act).
- Through the process of setting up the network, the actors learn about each other's goals, standards and methods in different working groups.

Participating actors of the platform:

- A steering group consisting of high-ranking representatives compiles procedural rules and develops objectives and guidelines as well as interdepartmental programmes, projects and measures, while deciding on how these areas should be funded.

- Interdepartmental working groups implement the projects, measure their performance and report back to the steering group.
- A board with an advisory role is consulted before major decisions are made.
- There is a central coordination body, which:
 - acts as a secretarial office for the steering group and the advisory board, providing administrative support for their meetings;
 - is responsible for establishing and promoting cooperation across a range of provision and expansion of the network of sponsors;
 - actively includes, in a way that relates to the issue at hand, young people, parents, business operations, schools, institutions or other persons affected by the issue, and is situated as an intermediary between all institutions that place orders, while remaining neutral in this role;
 - is composed – unless staffed externally – of employees from the relevant departments.
- The group of young people itself is represented within the platform.

Operation within the platform:

- The needs of children and young people take centre stage.
- The target group is not exclusively young people with a migration background, but includes all young people.
- Regular network meetings are held:
 - At the invitation of the coordination body, the agenda is drafted in advance, with the participation of all network partners wishing to contribute.
 - The network partners take turns in hosting network meetings, giving them the opportunity to showcase their work environment.
 - Participating actors keep each other informed about their provision, discuss current developments, independently resolve issues in their area of responsibility, and come to an agreement on the measures employed.
- Events are organised, with the target group and all relevant stakeholders (primarily those not consulted or only consulted to a small extent) invited, facilitating exchange of views, experiences, proposed solutions, etc. on relative topics (e.g. youth dialogue or workshops for practitioners).
- Joint analyses are conducted and reports compiled on selected aspects, targeting group-specific needs, challenges and paths of young people.
- There is a move away from: thinking in terms of coffers, making a differentiation between internal and external target groups, and narrowly interpreting responsibilities and mandates, allowing the establishing of non-responsibilities and non-mandates to be counteracted.

Financing of the platform's tasks:

- Costs necessary for the structure (coordination body) are shared among the departments (e.g. through the transfer of personnel).
- Resources to cover costs related to the range of provision (adopted measures) are provided.

Evaluation:

- Project documentation is compiled, reviewing the success of implemented measures.
- The effect of networking can be continuously documented and evaluated through monitoring based on standards and associated indicators.

Effect/Added value

- Operational implementation with committees in which all relevant stakeholders participate offers the ideal opportunity to achieve cooperation that promotes success.
- Agencies and institutions working with out-of-school youth, particularly those involved in open youth work, benefit from cooperation with actors from other policy areas through additional funding options (e.g. low-threshold measures).
- Convergence management is improved (e.g. via working groups or analyses of convergences and information management).
- An overview of and transparency on all offers, opportunities and paths for young people facilitated by platform activities, which takes centre stage, is created.
- Municipalities mutually benefit from their experience with good practice within a cross-municipality cooperation platform.
- Willingness to cooperate is promoted; development of common perspectives, goals, standards and methods.
- Competency structures are created and clarification provided on who is responsible for carrying out and promoting implementation.
- Knowledge and new findings are created on the specific issue at hand, meetings facilitated, and exchange of views promoted.

Method III: Promoting stronger interconnection between school and youth work at district level

Short description

Investment in education networks at district level, with the goal of improved interlinkage between education processes and enhancing quality in all education institutions, thereby working towards fair education opportunities for all children and young people. The “heart and soul” of these education networks is the “educational workshops”, wherein network partners (including parents) meet to exchange views on various issues and perform (inter-institutional) cooperative development work, with input from “practice facilitators” who act as “change agents”.

Characteristics and success criteria

The list below outlines those aspects which are integral to promoting stronger ties at the district level, with the list broken down according to the specific inputs involved: the particular actors of such an education network, the tasks involved in setting up the network – and in its operation once it is up and running, and the financing and evaluation considerations.

Participating actors of the education network:

- The education network is led by an implementing organisation (e.g. the tasked provincial/ municipal office or another public or private entity responsible for funding) with designated contacts, which:
 - is responsible for handling and supporting the programme;
 - enters into cooperation agreements with the local programme agencies (see “educational workshops” below);
 - ensures documentation and transfer (e.g. through national exchange meetings on challenges and tried and tested good practice, various issue-specific working groups, etc.);
 - targets networking with relevant actors and potential project partners (departments of the municipality, teacher training colleges, the Department of Education, other education networks, etc.);
 - carries out public relations work.
- Partners in the network are clustered around one key school. This is always a primary school, given that primary schools are usually the education institutions which are most strongly associated with the district.
- The network partners are an interdisciplinary and cross-sectoral community and, in addition to the key school, include: feeder day-care centres, from which children change to the key school; secondary schools attended by children after primary school; and other institutions frequented by and visited by children and young people after supervision time

and during their leisure time – as well as music schools, indoor swimming pools, libraries, youth centres, units undertaking mobile youth work/youth street work, adult education centres and various cultural associations.

- “Educational workshops” take centre stage as an operational partner and local programme agency, and should:
 - operate as internal institutions located at an easily accessible, neutral location within the district, where network partners (including parents) can meet to exchange views on various issues and undertake (inter-institutional) cooperative development work;
 - be provided with the necessary human resources (“practice facilitators”).
 - guarantee strong involvement in existing local structures, from the outset.
- The “practice facilitators” act as “change agents” and support network partners in cooperative work, these assistants should:
 - come from diverse professional backgrounds, hold expertise in social space orientation and community work and “knowledge of local neighbourhoods”, and be trusted by the community and maintain a presence in its daily life;
 - Carry out tasks that include the organisation and moderation of self-contained events on the subject of school development and inter-institutional forms of cooperation, the procurement of suitable projects partner, and the organisation of training courses and exchanges of views for education specialists;
 - get involved using their own ideas and expertise, but always do so in such a way that the priority remains on addressing and supporting existing ideas and resources, and those education specialists and managers who are able to shape change within their institutions.

Initiation of a social space targeted towards the education network:

- Initiatives are carried out in either a bottom-up (by committed headteachers, district leaders, people from other educational institutions) or top-down manner (by the municipality, the Department of Education or non-profit foundations, based on spatial analysis, with education institutions situated in local clusters).
- Needs are recorded and discussed by managers and/or “practice facilitators” (see above) through an inquisitive, relationship-forming approach, and in discussion with the relevant actors within the district.
- The highest possible number of institutional partners and key persons in the communities of the district are involved during the analytical phase.
- Existing support structures are relied on to prevent the development of parallel structures.
- One key school is identified, with this number then gradually increased to include other partners.
- Binding cooperation with the public sector (e.g. through contracts between programme agencies and municipalities, or within the framework of the local integration concept) is enacted.

- “Educational workshops” (see above) are established.

Operation of the education network:

- The educational needs of children and young people, rather than institutional cooperation, take centre stage, with change of processes in families, institutions and social areas aligned accordingly.
- The network’s cooperation is based on a broad interpretation of integration, placing the focus on living together in diversity and involving all children and young people, whether from a migration background or otherwise.
- Joint content-based, educational alignments and profiles (e.g. educational guidelines and priorities) are developed, and joint projects implemented.
- General principles and cooperation agreements are established between the actors, thereby ensuring commitment and sustainability.
- Regular network meetings are held between network partners:
 - The agenda is drafted in advance, with the participation of all network partners wishing to contribute, at the invitation of employees in the “educational workshops”.
 - Network partners take turns in hosting meetings, and thus have the opportunity to showcase their work environment.
- Offers and advice for parents are aimed at involving them (e.g. low-threshold and multilingual offers to participate, such as parents’ cafés and informational events).
- Space and resource management is shared.

Financing of the education network:

- Financing is designed for the long-term (i.e. over 10 years), in order to facilitate the stability of structures.
- There is a development budget which practice facilitators are free to administer, in order to track their assignments and experiment with new ideas.
- Persons employed as “practice facilitators” have secure prospects.
- Location (“educational workshops”), personnel (“practice facilitators”) and development budget are financed from private, municipal and provincial funds.
- Foundations are involved, as they can provide both financial resources and an impetus in terms of content.

Evaluation:

- The programme is academically supported and evaluated.
- Regular audits evaluate whether the education situation is improved by the programme on site (structured discussions on goals and effects, monitoring, etc.).
- The programme is regularly adjusted in line with new findings.

Effect/Added value

- Inter-institutional educational approaches ensure that children and young people are individually supported and can acquire knowledge.
- It becomes clear who holds which resources and expertise, within the district and beyond. This can result in a very wide variety of projects and cooperation.
- All stakeholders are involved on a level playing field.
- The programme closes loopholes and finds answers, which contribute to restructuring the organisation of education within a given district.
- The programme is nationally aligned in terms of its principles and basic structure, but at the same time is designed in such a way that it can be adapted to the relevant conditions on site. Transfer can therefore take place on both the local and national level.
- Practical assistance from a multi-professional team, a location independent of the participating institutions and its own development budget allow changes in interaction with the various educational institutions and education partners.
- No specific agency interests are associated with the “educational workshops”, so there are no concerns about being guided in one direction or another.

Method IV: Strategic cross-sectoral case management for young migrants and refugees, to identify systematic challenges and initiate an organisational development process within municipalities

Short description

Setting up a programme (e.g. on the provincial level), through which the implementation of cross-sectoral case management is promoted as a catalyst in a certain number of model municipalities. This is done in order to highlight subsequent needs in the system and develop optimisation approaches.

Characteristics and success criteria

The list below outlines those aspects key to ensuring cross-sectoral case management and an organisational development process at municipal level. As with the other methods above, the list is broken down into those components which are key to successful delivery: the participating actors, activation of the programme, the type of activities funded, and the financing and evaluation elements involved.

Participating actors of the programme:

- There is one implementing organisation (e.g. the provincial office responsible for funding) with designated contacts, which:
 - takes responsibility for handling and supporting the programme;
 - collects the findings of participating model municipalities and develops application-based assistance for the municipalities, taking existing instruments into consideration to identify their needs with regard to the successful social integration of young people, and meet these needs strategically;
 - designs and develops suitable training courses.
- An adviser is appointed to each participating municipality as a scientific assistant, in order to monitor and advise on organisational development processes and pass on findings to the implementing organisation.
- The actors involved at local level depend on the relevant objectives of the municipalities.
- A local steering group, consisting of managers and decision-makers from the participating municipal authorities, regularly consults and includes representatives from relevant institutions and initiatives at district level, over the course of the project.
- Project groups or planning conferences are set up under the steering group at the level of work and social areas, and for certain target groups. They are chaired by qualified coordinators and ensure systematic connection to case management. Their task is to process assessment by means of case analyses, which reveal convergences and barriers, and develop approaches and action strategies for optimal case history. Work results

and decisions are submitted to the steering group, and project teams always consist of representatives from various departments.

- Infrastructure for integration and refugee advice, as well as family advice centres, are included in the network.
- Targeted cooperation with the private sector is accelerated (e.g. with recruitment agencies and management consultancies).
- There is close cooperation with external specialists, particularly volunteers and NGOs.
- Parents are included as an additional target group.

Activation of the programme:

- A legal foundation for the promotion of the social participation of young people with a refugee or migration background, via access to integration provision, underpins the programme.
- Application for the programme takes place directly within the municipalities themselves (call for expressions of interest).
- Model municipalities are selected using a ranking method in which an expression of interest is evaluated based on specific criteria (e.g. political involvement, networking, civic engagement, social space planning, etc.).
- Publicity: interim and project findings are communicated to politicians or the (specialist) public (e.g. through professional events).

Funded activities:

- Municipalities can select different priorities based on regional needs (e.g. cultivation of good participation prospects, improvement of school/professional integration, etc.).
- The young immigrant takes centre stage – their individual needs and potential.
- Implementation of case management for the identification of needs, through:
 - interviews and workshops with the target group;
 - group and individual consultations;
 - creating low-threshold access or forms of active targeting which reach recent immigrants with pinpoint accuracy (e.g. deployment of employees from different social, ethnic and religious backgrounds, accessibility, etc.).
- Conclusions on optimisation needs are drawn on the structural level, from operational implementation on the individual case level. Findings from case work are combined and coordinated procedures developed at:
 - structural level – between migration, integration and youth departments, school administrations, labour market service centres, NGO agencies, chambers and associations, actors in out-of-school youth work, migrant organisations and refugee advice centres, etc. (e.g. cooperation agreements and case conferences);
 - case level – development of more strongly integrated case management, so as to design individual integration processes more efficiently and transparently.

- Inter-municipal sharing of experiences is established between the participating municipalities, with findings presented and discussed (e.g. through regular forums for representatives of the local steering groups and coordinators).
- Converging tasks are systematically regulated through targeted cooperation agreements or case conferences.
- Coordinators of participating municipalities take part in training activities involving the thematic priorities of case analysis, network and project management and process design.

Financing:

- Participating municipalities are supported by shared financing to establish intra-municipal cooperation, for case management and coordination and human resources.
- The newly established structures must be stabilised and made compulsory through cooperation agreements, to guarantee sustainability despite potential funding shortfall.

Evaluation:

- The programme is academically supported and evaluated.
- The municipalities participating in the model project commit to participating in an evaluation of the overall project.
- Scientific assistants document and analyse the process at each location and the municipalities' findings are continually incorporated into monitoring of the overall project, to obtain findings for transfer into the area.
- The programme is regularly adjusted to accommodate new findings.

Effect/Added value

- Case management serves as a catalyst to highlight needs in the system and develop optimisation approaches. In this way, practical knowledge of successful forms of cooperation and possible loopholes in the system are identified and, where necessary, adjusted.
- Evaluation and scientific assistance guarantee the availability of valid data on the effectiveness of approaches, concepts, methods and programmes within the framework of cross-policy area cooperation, and that these are both practicable and accessible to all actors interested in the issue.

Method V: Development of prevention chains to improve access to children and young people

Short description

Setting up a funding programme which supports municipalities and regional associations in establishing and expanding “prevention chains” to improve access to children and young people who have an increased risk of dropping out of training or education institutions and support systems. As a result, the networking of relevant actors and their cooperation in municipalities and social space are promoted.

Characteristics and success criteria

The list below outlines those elements involved in the development of prevention chains that allow enhanced access to children and the youth. Again, the list is broken down into the various components which are key to successful delivery; the particular actors involved, activation of the programme and the type of activities funded, as well as the various financing and evaluation elements involved.

Participating actors:

- There is one implementing organisation (e.g. an interdepartmental “prevention” office in the funding province) with designated contacts, which:
 - is responsible for handling and supporting the programme;
 - ensures documentation and transfer (e.g. through exchange meetings at provincial level organised for coordination centres on challenges and good practice, various issue-specific working groups, etc.);
 - facilitates exchange of knowledge with similar programmes and innovative concepts from both home and abroad (e.g. study trips for relevant actors).
- A coordination body is set up in each municipality to foster better coordination and interlinking of the complex web of actors’ responsibilities and expertise:
 - Reference is made to the central function of the coordination body in setting targets between the funding body and participating municipalities/regional associations.
 - Coordinators have appropriate qualifications and corresponding official competences.
 - Coordinators have already been working in the administration and are familiar with both the procedures and the actor landscape.
- External process assistants are consulted.
- Tasks and responsibilities are clearly defined and actors are given adequate availability rights.

Activation of cooperation:

- Ideally, the programme is initiated within the framework of existing municipality processes.
- The programme is advertised, for example, as a contribution to promoting family-friendly policies and the business location, and as a contribution to a “healthy municipality”.
- Various actors are involved in concept development and compiling expressions of interest in the programme (including various heads of administration and policy, institutions for youth work, schools, the health sector, etc.)
- Targets are set and approved with the funder (e.g. the federal province).
- The political level is involved from the outset.
- Publicity: cooperation does not only have to be undertaken by the participating actors, but it must be supported by the municipality chief, municipal policy and the public (e.g. through high-quality events).

Funded activities:

- Common goals are clarified through a model process and an overall concept is compiled, which contains goals for individual action areas.
- Young people and their parents are taken as the starting point for identifying the institutions and actors to be involved on a municipal level.
- An equal opportunities focus is central to the project, with the aim of reaching all children and young people.
- The central starting point is the life and development stages of the child/young person and the associated needs and requirements (“start by thinking of the child/young person and acting accordingly”).
- The life situations and perspectives of children, young people and families must be incorporated into strategies and action plans (participation focus).
- Individual work processes are coordinated between administrative departments and linked with the services and range of provision undertaken by actors in the districts.
- Existing offers are used to increase effectiveness and efficiency.
- Existing toolboxes and other instruments, which offer practical suggestions for establishing and implementing prevention chains, are used systematically.
- Structural approaches, such as communication and cooperation structures, are institutionalised within the municipal administration and beyond sectors/offices/departments etc. (e.g. through cooperation agreements).
- Deployment of mobile youth work/youth street work, social space approaches.

Financing:

- Funding guidelines are coordinated.
- Funding guidelines are expanded to allow a focus on prevention.
- Flexibility in the use of resources (e.g. through an innovation budget, allowing the testing of new approaches to prevention).

Evaluation:

- The programme is academically supported and evaluated.
- The programme is regularly adjusted to accommodate new findings.

Effect/Added value

- The programme results in a paradigmatic change on attitude and design, i.e. away from reactive policy and towards preventive policy for children and young people.
- In addition to improving the individual circumstances of children and young people, further expectations are linked to the programme, and these have an impact on society as a whole. They include the formation of human and social capital, establishing development and health promotion, prevention as a strategy in social and health policy and a long-term reduction in consequential social costs.
- In particular “knowledge and gap closure” is taking place, in which an overview of all provision is created, meaning that the resources of several actors can be reasonably combined.
- Inter-office cooperation is characterised by greater commitment, regardless of the particular individuals involved, and is legitimised and recognised.
- The structural and developing character of prevention chains per se promotes the sustainability of its effects.

Method VI: Cross-programme coordination in administration, allocation and use of EU funds for the integration of young people

Short description

Establishment of a cross-level platform for promoting the exchange of views and cooperation between all actors either administering or benefitting from EU programmes and funds, with the target group being young people and a focus on promoting integration and social cohesion. At the centre of this endeavour lies a coordination group and events held at regional level with both EU and national funding bodies.

Characteristics and success criteria

The list below outlines those particular aspects which are integral to most efficiently using EU funds for integration of the youth. The list is broken down according to the various elements involved: those actors who participating in the cooperation system, the tasks involved in setting up the platform itself, the internal working of the system, and the related financial considerations.

Participating actors of the cooperation system:

- Setting up a coordination group consisting of the administrative bodies of EU programmes and the responsible national bodies for promoting integration measures in the youth sector, creating coherence between individual EU programmes and national funding instruments.
- In order to optimally adapt measures to the needs of the target group, the multi-level governance approach must be taken into consideration and NGOs incorporated accordingly. This means that local authorities and NGOs which are frequently closer to the integration experiences of target groups are involved in the planning of interventions, and are thereby strengthened in their ability to apply for EU funds.
- The relevant monitoring committees for EU funding programmes work closely together (including through the occasional joint invitation of representatives for meetings).

Activation of a platform for the identification of intersections and gaps in order to create synergies

- The platform is established with a view to identifying overlaps and loopholes and developing synergies. Use of EU subsidies is established upon an evidence-based national and regional/local strategy for the integration of young people and, where possible, focuses on individual needs rather than needs defined for target groups.
- Coordination begins in the programme creation phase, meaning that goals, priorities and measures can be coordinated from the outset, having a positive impact on the implementation and project phase.

Description of the success criteria and effects of each method

- Setting up a coordination group to develop coordinated national programmes for the use of EU funds in the initiative and under the leadership of a relevant ministry or administrative body (see above).
- Customised support from the European Commission for Member States in order to encourage synergies between individual funding programmes (e.g. through the organisation of events with relevant actors, dissemination of examples of good practice, and development of instruments and guidelines).

Operation within the cooperation system:

- Activities aimed at ensuring the internal structure of the cooperation system is optimally attuned include taking stock of all measures for young people in the integration sector to see how EU funds could best supplement them.
- Within the framework of the coordination group, administrative bodies, national authorities and other interest groups regularly meet to coordinate their actions and find concrete synergies between various different funds.
- Synergies are produced between individual EU funding programmes on three levels:
 - in programme creation (e.g. development of national programmes which include several EU funds or measures coordinated over various different operational programmes);
 - invitations to tender are coordinated (e.g. through a sequence of tenders for individual EU funding programmes, coordinated in their timing and topics) or jointly developed (e.g. as an overall support package for young migrants and refugees with resources from several EU programmes);
 - on the project level (administrative bodies give preference to “coordinated” project applications in the selection procedure, for example).
- Dedicated organisations and actors in the youth integration sector can find all relevant information on integration of young people at one central location, a regularly updated website, and can make use of support and advice on different financing options for youth integration projects. The website includes links to various funding programmes in the area of integration of young migrants and refugees, including information on invitations to tender and deadlines.
- Regular events are held on a regional level, with the participation of funding bodies, to bring relevant stakeholders together on a local level. The goal of such events is to provide information on current projects, determine regional needs and challenges, provide information on different funds and application processes, and generate project ideas. Alternative online formats may be considered.
- Separate “workshops” support NGOs and local authorities in the application process.

Financing of the platform's tasks:

- Coordination mechanisms as such do not require any additional resources, given that coordination work is carried out within the frame of the official duties of each actor.
- In the case of larger communications activities, financing comes from technical support resources for EU funds, national funding sources and participant sources.
- Regional events: travel expenses for the participating funding bodies are borne by the relevant EU programmes – participants bear their own travel expenses. Video conferences could represent an alternative to in-person events.

Effect/Added value

- Synergies between EU funds are enhanced by various measures of the coordination mechanism, and relevant actors can regularly exchange information.
- A centrally coordinated multi-layer governance approach is created by the coordination group.
- Each level and agency can contribute its materials, progress reports and project ideas. Staff can learn from each other and the available funding instruments can be used optimally, including those on an EU level.
- It is time-consuming for national authorities to travel to the various regions and hold presentations on the individual financing options, but it also has distinct advantages:
 - local authorities and NGOs benefit to a large extent from the positive information of individual funds;
 - NGOs from the integration sector, out-of-school youth work and local or regional authorities which have not previously applied for EU subsidies can be reached;
 - the establishment and consolidation of a network is supported on site in the youth integration sector;
 - potential overlaps of projects and measures are identified through the events;
 - potential project ideas can be generated during such events, which are then tested through the presence of the responsible funding bodies, and benefit from their feedback.
- Overlaps and duplicate work can be prevented through the depiction and evaluation of existing measures, interest groups, projects and financial resources in the youth integration sector.
- The activities of various EU programmes can be supplemented in a better way, through a cross-fund invitation to tender – thereby providing an integrated package of measures to promote the integration of young migrants and refugees.
- Valuable findings can also be carried over to other areas of cooperating EU programme bodies through shared invitations to tender.

Method VII: Structural support for local efforts on integration of young people – beyond federal and provincial funding

Short description

Establishing a national, independent institution or commissioning an existing institution to support cooperation among the various actors involved in the integration process of young people on a local level, both financially and with expertise, to ensure inter-administration cooperation and promote exchange between authorities, provinces, municipalities, civil society, and the business and science communities.

Characteristics and success criteria

The list below outlines those key aspects for establishing the type of structural support outlined above. The list is broken down into those components integral to success in this regard: the relevant actors involved, the initiation of the institution, how it should operate in practice and be funded, and the method of evaluation to be employed.

Relevant actors of the institution:

- Setting up a national, independent institution, or commissioning an existing institution that is in close contact with the relevant ministries and provincial governments.
- The institution consists of a cross-sectoral steering group comprising management staff from the respective areas, and a secretarial office responsible for operational implementation – composed of a multi-professional team, aiming to:
 - ➔ support cooperation between the various municipal actors relevant to the integration process for young people using their expertise;
 - ➔ ensure cross-administration cooperation;
 - ➔ promote exchange of knowledge and experience between authorities, provinces, municipalities, civil society, and the business and science communities;
 - ➔ provide policymakers with analyses of cross-sectoral developments with regard to the social integration of young people.
- The institution cooperates with external process managers.
- The institution is accessible and has a local presence.

Activation of the institution:

- Establishing the institution is part of a larger strategy – and it is given a clear, independent mandate.
- The term integration is defined through a combination of several indicators (income, education, social participation, security, residence etc.).

- An association could allow greater room for manoeuvre in this area than an authority.
- Advising municipalities prior to establishing such an institution is essential to guarantee “buy-in” among municipalities (e.g. through advertising of the establishment by the responsible ministers directly on site, in the municipalities).
- Intensive PR work is needed to inspire all relevant actors (e.g. press work, launching of the new institution at a variety of relevant events, at district networking meetings, mayoral conferences or through direct contact with individual municipalities).
- Cooperation with the institution must be discussed in advance with the municipalities, and requested by them.
- The process could initially start with one pilot region.

Operation of the institution:

- All relevant actors involved in the social integration of young people are identified and brought together (in terms of methodology, the institution and municipality directorate could focus on design thinking; for example, to find relevant actors) in cooperating municipalities.
- A joint needs assessment is then conducted (on site) with stakeholders on structural barriers to integration of young people.
- The institution facilitates development processes on site and supports the process of negotiating local cooperation agreements between the relevant partners within the municipalities. These cooperation agreements include a:
 - concrete goal with a deadline for achieving this target (terms of agreement);
 - description of the target group, including their needs;
 - list of existing measures undertaken in the municipality;
 - structure for future cooperation (planned measures);
 - strategy for documenting results and developing follow-up actions.
- The contractual agreements in the municipalities have well-defined common goals, which are measurable and time bound.
- Cooperation agreements are signed by managers.
- In the case of successful conclusion of a contractual partnership, subsidies for activities are allocated to the municipalities.
- Available structures are used (e.g. working groups, committees, etc.) and adapted where appropriate (e.g. through the inclusion of new actors).
- Participation of those young people affected (e.g. through low-threshold formats which allow participants to voice their needs in protected spaces, which are anonymously relayed to the administration).
- Systematic use of existing toolboxes and guidelines, drawing on those methods that have emerged as the most effective with regard to the current status analysis in the municipalities, as well as instruments for network operation and professional exchange.

Description of the success criteria and effects of each method

- Organisation of annual meetings between institutions and municipalities in order to gather examples of good practice.
- Knowledge transfer is facilitated between municipalities and regions (e.g. through conferences for all stakeholders, promoting exchange of views).
- Development of a course on monitoring regional and municipal integration processes.
- In order to achieve sustainable results, the matter of who should be responsible on site for the monitoring of cooperation mechanisms must be clarified.

Financing:

- Necessary costs for the structure (secretarial office) are covered by the national budget.
- Creativity in the financing of subsidies for municipalities should be engaged.
- Grants allocated to the municipalities are distributed via open invitations to tender, declarations of interest, or selected strategic projects.
- Subsidies must already be flowing into the municipalities for the establishment of cooperation, not just for the implementation of specific measures.

Evaluation:

- The effect of networking can be continuously documented and evaluated through monitoring based on standards and associated indicators.

Effect/Added value

- The problem-focused approach employed by the institution facilitates a holistic strategy to meet the integration challenges faced by young people.
- State subsidies for individual municipalities for the implementation of model programmes have proven to be effective, given that the participating municipalities have the opportunity to try out new methods.
- Cooperation agreements resulting from the preceding mapping process contribute to more knowledge about existing opportunities for the target group in the municipality.
- These agreements contribute to greater consensus and more understanding between the individual actors and clear responsibilities.
- The agreements help in the development of cooperation structures, serve as a control instrument for prioritising cooperation between the actors, and ensure the commitment and sustainability of the stated objectives.
- As a result of the process assistants' methods, the responsibilities and competencies become clear to the various actors, duplicate structures and loopholes can be identified in the system, and creative solutions for shared challenges found.

Method VIII: Creation of a “one-stop-shop” for young immigrants/refugees and their families

Short description

So-called “one-stop-shops” are created at locations for regional accessibility (e.g. at district level) in order to provide all services explicitly directed at young migrants and refugees under one roof. In this way access for young people and their families is facilitated, alongside better coordination between the responsible authorities.

Characteristics and success criteria

The list below presents those aspects considered key to implementing such “one-stop-shops”. The various processes to be undertaken in each area are outlined: setting up the “one-stop-shops”, engaging the relevant actors, operating the “one-stop-shops”, and financing and evaluating the activities undertaken.

Setting up the “one-stop-shop”:

- All relevant public services for young migrants and refugees are provided at a shared location.
- The location of the “one-stop-shop” on the head office level can contribute to the issue of integration of young people being seen as a “management issue”, both within the administration and externally.
- Legal foundations or binding cooperation agreements between participating institutions are put in place.
- The areas of competence are legally defined and include coordination of advisory services for children and young people who have recently immigrated, and their parents; and raising the awareness and qualification level of municipal standard services on diversity and integration issues.
- Municipalities proactively support the public visibility of the work of the “one-stop-shops” in order to understand the acceptance of institutions as bodies assigned with networking, coordination and substantive/conceptual work.
- An intensive networking policy of the “one-stop-shops” must be requested by the administrations.

Relevant actors:

- Employees of the “one-stop-shop” come from various disciplines (e.g. teachers, specialists in out-of-school youth work, social workers, labour market specialists, etc.).

Description of the success criteria and effects of each method

- The task profile of “one-stop-shop” employees should be clearly formulated in order to obtain clear opportunities for action on site.
- All “one-stop-shops” are supervised and professionally monitored by a central office. This secures information and knowledge transfer in and between the individual “one-stop-shops” and provides coordination for any larger subsidy programmes.

Operational:

(Coordination of advisory services for children and young people who have recently immigrated, and their parents)

- The “one-stop-shop” acts as a network organisation which establishes active cooperation between relevant public, private and civil society actors.
- Coordination meetings with relevant actors are organised.
- Provision in the area of initial consultation and case management of children, young people and their parents are coordinated (e.g. side entry on education and training paths, language courses, whole-day offers, out-of-school provision and transitions). This occurs, for example, through administrative agreements with the relevant actors, as a result of which responsibilities and procedures are binding and become transparent for all participants.

(Awareness raising and qualification of municipal standard services on issues of diversity and integration)

- Lobbying is carried out for a strategic focus among administrators on diversity and youth (horizontal embedding, positive access).
- Enhanced internal communications are carried out and administrative units are advised on the various diversity and youth issues.
- Advice for municipal facilities and institutions that want to set up and expand their provision on promotion of integration for young people.
- Material measures are implemented, aimed at anchoring the issue of integration and the focus on young people more securely in the actions of other administrative units.

Financing:

- The eligibility conditions for the “one-stop-shops” include an integration concept adopted by the regional administration, the commitment to define priority goals over a two-year cycle, the provision of appropriate premises, and the assumption of material costs and travel expenses, as well as organisational independence within the administration.
- Employees of the “one-stop-shop” are paid by the different departments.

Evaluation:

- The work of the “one-stop-shop” is scientifically monitored and evaluated.
- Adjustment is regularly made to accommodate new findings.

Effect/Added value

- Internal and external resources and expertise are pooled and efficiency increased through strong cooperation with external actors.
- Joint standards can be developed for regional youth integration work, and a sustainable framework created for the implementation of youth and integration measures of the federal government and province on site.
- The “one-stop-shops” contribute to an improvement in the quality of actor networking; via institutionalisation as part of committee work, for example.
- Exchange and knowledge transfer between municipalities is facilitated by the central location of such “one-stop-shops”.
- Cross-sectoral cooperation is financially compensated.
- Measures have a larger impact as they are coordinated horizontally, across all policy areas.

Conclusion

The cooperation mechanisms examined for this report in some cases employ similar formats, while the format of others differ greatly from each other. Subsidies can provide an impetus and – when strategically deployed – generate sustainable structural changes. Programmes promoting model regions and municipalities are primarily suited to trying out new approaches. Topic-related networking platforms may represent a less resource-intensive alternative in the area of cross-sectoral cooperation.

Methods I and II both have as their goal improved coordination between the actors affected by a specific youth or integration-related issue. However, the two methods differ in their institutional structure and financing (funding programme with implementing organisation vs. network, with institutions assuming the costs) and in the fact that Method I specifically attempts to enhance the role of youth work in the integration process. Method III resembles both of these methods in that it seeks to intensify cooperation between all relevant actors on the specific issue of education at the district level.

Methods IV and V rely on systematic investigation of needs and optimisation of services provided. Both methods include an implementing organisation with similar tasks and provide external process assistants. The biggest difference between these two methods lies in the fact that Method IV implements concrete case management in order to highlight needs in the system and devise optimisation approaches.

In addition to horizontal cooperation, Methods VI and VII explicitly promote cooperation and coordination between various policy levels. Method VII tries to achieve this through the commissioning of a national-level institution responsible for promoting cooperation between all relevant actors, whereas Method VI facilitates vertical cooperation by establishing a cross-level platform.

To a certain extent, Method VIII runs contrary to the approaches employed in those methods which assume that youth work must always target all young people, regardless of their origin – and where the specific requirements of young migrants and refugees are to be handled within the existing structures. “One-stop-shops”, however, may also contribute to greater awareness among statutory institutions to the needs of young people with a migration or refugee background, and to improving the coordination of advisory services for children and young people who have recently migrated, and indeed their parents. In addition, the presence of a physical location which young migrants and refugees can visit to obtain information on a wide variety of issues offers youth organisations an opportunity to reach this group of young people.

Conclusion

The goal of all methods is to fulfil the needs of the target group as far as possible, and reduce costs in the long term by setting up and expanding cross-sectoral structures.

The resulting direct added value of cross-sectoral cooperation in the context of integration of young people can be seen in several aspects:

1. Resources can be bundled (HR, spatial, etc.).
2. Cooperating institutions experience greater visibility and recognition.
3. New target groups are reached through exchange and networking.
4. An exchange of views via the target group results in more responsive services and leads to mutual communication between the institutions involved in the integration of young people.
5. Overview and transparency on all offers, opportunities and paths for young people can be created.
6. Agencies and institutions of out-of-school youth work, particularly open youth work, benefit from cooperation with actors from other policy areas through additional funding options (e.g. for low-threshold measures).
7. Mutual understanding for the fundamental approaches and concepts can be generated, and overlaps and duplicates prevented.
8. Measures have a greater impact as they are coordinated horizontally across all policy areas.
9. A shared understanding of quality may emerge among the various actors involved.

The necessity for a structured form of cooperation between specific actors at a location, or between various policy/administrative levels, depends on the prevailing context. The nature of the ideal cooperation and coordination mechanism also differs depending on the particular environment and setting. Networking can never be an end in itself, as it is a question of ensuring availability of adequate resources. The question as to what exactly is the goal of cooperation should therefore take priority.

For the institutionalisation of cooperation between actors involved in the integration of young people, several success criteria can be derived from the cooperation mechanisms analysed. These criteria apply to (almost) all of the methods outlined above, and are composed by the following eleven factors.

1. Understanding integration

In order to avoid segregation, integration programmes must always be aimed at all young people, regardless of whether or not they have a migration background. The focus of measures should not therefore rely on origin-related characteristics, but instead concentrate on specific challenges (e.g. socio-economic factors, language inadequacies, etc.).

2. Political will

Cross-sectoral cooperation is heavily dependent on the political will of the relevant leaders. The initiation of cooperation measures must therefore always start from the management level of the sectors involved, and ideally be favoured and supported by policies. Steering committee positions must be filled by management personnel.

3. Coordination mandate

Internal coordination centres are needed in order to organise the complex web of responsibilities and competencies of relevant actors. These centres must be furnished with a mandate and compensated financially. Coordination tasks should be as flexible and functional as possible in this area, forming part of a larger strategy. Cooperation with other sectors only works with an elaborated vision and clear, realistic objectives.

4. Commitment

Cooperation requires commitment and a clear distribution of responsibilities. Contractual agreements between cooperating institutions must have well-defined shared goals, which are measurable and timebound. Cooperation agreements are signed by managers. The task profile of individual employees responsible for coordination tasks should also be clearly formulated in order to obtain clear opportunities for action on site.

5. Focus on target group and equal opportunities

The needs of children and young people and their families, rather than institutional cooperation ideas, must take centre stage within each cooperation structure. Institutions must think “starting from the child/young person” (e.g. thinking in terms of “all-day education”, or the linking of school and leisure activities). As a result, young people and their parents must also be themselves involved (low-threshold provision is primarily suited to increased participation of the target group). Cooperation mechanisms which have the goal of integration of young people are focused on the promotion of equal opportunities and prevention.

Conclusion

6. Documentation and transfer

In an administrative system with several levels, as is the case in Austria, documentation and transfer of knowledge are particularly relevant, ensuring that what has been learned is not lost. The impact of already existing instruments should thus be made more widespread. Each municipality is unique, but concepts can be adapted. The distribution of examples of good practice and an institutionalised exchange on concrete issues and challenges should therefore be explicitly promoted.

7. Scientific monitoring and external evaluation

Youth and integration work needs an evidence-based offering. A need for action must be documented with facts. Scientific monitoring and external evaluation of programmes are therefore of great importance in this area. Findings from the science and practice are linked, and programmes are regularly adapted to new findings.

8. Sustainability

All of the above methods address the question of how sustainability can be achieved. This is primarily relevant with regard to funding programmes with a short horizon. Many of the methods described aim to, by the end of the project, have created among the relevant actors a greater awareness of the advantages of a cross-sectoral cooperation. Stabilised structures which could be produced in the framework of start-up support are targeted. In order to prevent the establishment of parallel structures, the existing support structures must be kept in mind. Further training on diversity and youth issues, on the successful implementation of case analyses or acquisition of skills in the area of network and project management, alongside process design, are particularly suitable as instruments for ensuring sustainability.

9. Financing

The length of the funding term for cross-sectoral programmes is particularly relevant. Change takes time, so funding programmes aimed at effecting structural change should also be designed for the long term, where possible. Doing so will allow planning reliability. Creativity is needed in the search for financing options: the potential of EU funds should not be forgotten here. Private companies are also often interested in making a social contribution, whether through the involvement of their foundations or within the frame of their core business (e.g. recruitment agencies which cooperate in the mediation of jobs for young migrants or refugees). Funding bodies should consult on cross-thematic projects. This needs a cross-administration approach if it relates to integrated social problems, meaning that invitations to tender for subsidies are not always assigned to solely one administrative area.

10. Communication

Communication activities are extremely important in establishing networks and other cooperation mechanisms. A distinction should be made here between external and internal communications strategies. Presentations at relevant events, for example, are suited to initiating cross-sectoral

cooperation and enlisting relevant actors for work in cooperation. Active advertising by political leaders also provides the undertaking with legitimacy and may inspire stakeholder “buy-in”.

However, knowledge of relevant partners is also absent. There are various techniques based, in part, on design thinking that ensure all relevant institutions can be reached for the planned initiatives. At the same time, internal administrative awareness raising measures must also be implemented in order to create awareness of the cross-section issues of integration/diversity and youth. Ultimately, a well-structured information flow within the established network is also crucial to the success of cooperation.

11. Involvement of all relevant actors

In order to optimally adapt measures to the needs of the target group, the multi-level governance approach must be taken into account and NGOs included in the endeavour. Committees and networks should also include practitioners undertaking youth and integration work, as otherwise the process runs the risk of employing a marked top-down approach. Cooperation between actors should be on a level playing field, and the perspectives and approaches of other sectors appreciated. The setting up of new bodies for coordination of cooperation allows equivalent partnerships to be created in this regard.

Annex 1: List of methods and cooperation models assessed

Type	Method	Model
Funding programmes with the goal of effecting structural changes	Institutions for youth work as coordination bodies for cross-sectoral cooperation in the integration sector	Provincial programme on communication of values, democracy building and prevention of sexual violence by <i>Jugendhilfe</i> ["Youth Welfare"] (North Rhine-Westphalia – NRW); <i>Integrationsketten</i> ["Integration Chains"] (Wuppertal); <i>"Gemeinsam im Quartier"</i> ["Together in the District"] programme (Wuppertal); Flemish Master Plan for Diversity in Youth Work (Belgium – BE); Federal programme <i>Willkommen bei Freunden</i> ["Welcome to Friends"] (Germany – DE)
	Strategic cross-sectoral case management for young migrants and refugees, to identify systematic challenges and initiate an organisational development process within municipalities	Model programme <i>Einwanderung Gestalten</i> ["Shaping Immigration"] (NRW); <i>Premiär Programme</i> (SE); <i>Jugendmigrationsdienste</i> ["Youth Migration Services"] (DE)
	Development of prevention chains to improve access to children and young people	<i>Vorarlberg lässt kein Kind zurück</i> ["Vorarlberg leaves no child behind"] (Vorarlberg – VBG); <i>Kommunale Präventionsketten</i> ["Municipal Prevention Chains"] (NRW); <i>Integrationsketten</i> (Wuppertal); <i>Netzwerk mehr Sprache</i> ["More Language Network"] (VBG)
	Promotion of stronger interconnection between school and youth work in the district	<i>Respekt Coaches</i> ["Respect Coaches"] (DE); <i>Ein Quadratkilometer Bildung</i> ["One Square Kilometre of Education"] (DE); <i>Respekt: Gemeinsam Stärker</i> ["Stronger Together"] (Vienna – W); <i>Wiener Bildungsgrätzl</i> ["Vienna Education Neighbourhoods"] (W); Programme <i>"Gemeinsam im Quartier"</i> (Wuppertal); <i>Stadtteilnetzwerk Lehen</i> ["Lehen District Network"] (Salzburg – SBG);

Annex 1: List of methods and cooperation models assessed

Networking platforms, steering groups, and information and interaction committees and hubs	Topic-specific networking platforms in the context of integration of young migrants and refugees	<i>Ausbildung bis 18</i> ["Education until 18"] (AT); <i>Koordinationsstelle Jugend – Bildung – Beschäftigung und KOST_AB 18</i> ["Coordination body for youth – education – employment and KOST_AB 18"] (W); <i>Netzwerk mehr Sprache</i> (VBG); <i>Plattform Extremismusprävention und Demokratiekultur</i> ["Platform for Prevention of Extremism and Democratic Culture"] (VBG); <i>DIALOG 2019</i> ["Dialogue 2019"] (SBG)
	Cross-programme coordination of administration, allocation and use of EU funds for the integration of young people	Cross-programme project, Italy; coordination mechanism, Finland; see also: EU Toolkit on the Use of EU Funds for the Integration of People with a Migrant Background; How the ESF can advance migrant integration: key learning from the ESF Thematic Network on Migrants
Institutions with the purpose of promoting cooperation between different actors and mainstreaming the issues of youth and diversity.	Structural support that goes beyond financial subsidies from the federal government and provinces, for local integration efforts focusing on young people	Government bodies DUA and DELMOS (Sweden – SE); Federal programme <i>Willkommen bei Freunden</i> (DE); ReKIs (Upper Austria – OÖ); <i>Akzente</i> ["Initiatives for Young People in Salzburg"] (SBG)
	Creation of a "one-stop-shop" for the integration of young people and their families	Municipal integration centres (KIs) and provincial coordination bodies of the KIs (NRW); <i>Koordinationsstelle Jugend – Bildung – Beschäftigung</i> (W); Cross-Sectoral Cooperation (Mechelen); <i>Verwaltungsinternes Netzwerk für Integrations- und Diversitätsfragen</i> ["Internal Administrative Network for Integration and Diversity Issues"] (OÖ); Flemish Master Plan for Diversity in Youth Work (BE)

Annex 2: Sources

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