Output 5.2

Transnational methodology for creating and operating a one-stop-shop unit within local governments for all youth migration-related issues
(EU level methodology)

MARIBOR DEVELOPMENT AGENCY AND ZAVOD ANGITA MARIBOR

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EDITORS OF THE TRANSNATIONAL METHODOLOGY FOR CREATING AND OPERATING
A ONE-STOP-SHOP UNIT WITHIN LOCAL GOVERNMENTS
FOR ALL YOUTH MIGRATION RELATED ISSUES (EU LEVEL METHODOLOGY):
Amna Potočnik, Maribor Development Agency
Polona Blažič, Zavod Angita Maribor

AUTHORS:
Amna Potočnik, Maribor Development Agency
Polona Blažič, Zavod Angita Maribor

GRAPHIC DESIGN:
Metka Slamič, Zavod Angita Maribor

FIGURE 1: MAP OF THE DANUBE REGION AND LOCATION OF THE YOUMIG PARTNERS

Cartography: Ádám Németh, UNIVIE

☐ Danube Region (defined by the Interreg Danube Programme)
☐ YOUMIG countries/regions
● YOUMIG, cities of academic and statistical partners
● YOUMIG, local municipalities

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YOUMIG
at a glance

Full name: YOUMIG - Improving institutional capacities and fostering cooperation to tackle the impacts of transnational youth migration
A project of the **Danube Transnational Programme**

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Project partners:

Lead partner: Hungarian Central Statistical Office (HU)

Work package leaders: University of Vienna (AT), Leibniz Institute for East and Southeast European Studies (DE), Maribor Development Agency (SI), INFOSTAT - Institute of Informatics and Statistics (SK)

ERDF partners: Municipality of Szeged (HU), City of Graz (AT), Institute for Economic Research (SI), Romanian Institute for Research on National Minorities (RO), Municipality of Sfântu Gheorghe (RO), National Statistical Institute of the Republic of Bulgaria (BG), Burgas Municipality (BG), Municipality of the City district of Bratislava- Rača (SK)

IPA partners: Statistical Office of the Republic of Serbia (RS), Institute of Social Sciences (RS), Municipality of Kanjiža (RS)

Associated Strategic Partners: Statistics Austria (AT), City of Karlsruhe (DE), Federal Institute for Population Research (DE)

YOUMIG, in which 19 partners from 8 countries work together, wishes to support local governments in using the developmental potential of youth migration, which will lead to a better governed and more competitive Danube region. The project aims at boosting their institutional capacities to enhance the scarce local evidence of youth migration and contributing to improved policymaking with a focus on human capital. Statistical offices and academic organizations team up with local governments in a complex and customized multi-level and transnational cooperation to create local developmental strategies based on improved impact indicators of youth migration and to introduce transnationally tested tools for managing local challenges. As a result, institutions and stakeholders obtain increased capacities through an intensified cooperation.

YOUMIG's work is structured in six work packages (WPs). Aside from management (WP1) and communication (WP2) issues, the thematic work is distributed as follows.

In line with the project's Conceptual Framework, all partners contribute to the development of improved evidence of youth migration and its developmental impacts on the EU, national and local level by elaborating local status quo analyses for the local partners (WP3). Through a comprehensive evaluation of the locally available indicators of youth migration, the project identifies the shortfalls of measuring local challenges and elaborates and tests new or improved indicators of youth migration (WP4). On the local level, the project improves capacities to manage related processes by jointly testing and introducing good practices and institutional units, tailored to local needs (WP5). The project concludes in transnationally tested tools for all governance levels contributing to better strategies, policies and services related to the issue of youth migration (WP6).

YOUMIG's outputs are uploaded to http://www.interreg-danube.eu/youmig/outputs

01

» # THE TRANSNATIONAL METHODOLOGY FOR SETTING UP THE ONE-STOP-SHOP FOR YOUNG MIGRANTS: AN INTRODUCTION

Over the past few decades, national governments have often received criticism for poor coordination between different sectors of governance. The problem is systemic -most governments are organised as 'silos', or separate vertical structures, dividing responsibilities among ministries and governmental agencies with poor coordination of activities between them. In order to achieve greater efficiency, the Committee of the Regions of the European Union, among several other institutions, has promoted a multi-actor approach in policy fields such as migration.

Local governments are facing increasing challenges arising from the inward, outward and return migration of the youth - however, in most cases, they lack the capacities and tools to cope with it. Most importantly, local services (e.g. education, health care) are affected. Therefore, by building on the identified capacity gaps and needs linked to local youth migration services our aim was to elaborate and test new tools to manage the impacts of youth migration, contributing to improved local capacities. As the local contexts differ in all partner locations, the interventions also vary in case of each partner. In OSS the tailor-made solutions leading to better governance and increased well-being of local residents were tested and their channels presented.

The transnational methodology for setting up the One-stop-shop for young[1] migrants (OSS) was prepared, tested and evaluated within the YOUMIG projects. It leads the reader through the whole process of setting up One-stop-shop in seven municipalities of the Danube region: Burgas (BG), Graz (AT), Kanjiža (SRB), Maribor (SI), Rača (Bratislava, SK), Sfântu Gheorghe (RO) and Szeged (HU)[2].

In YOUMIG, local partners identified key policy actors and set up a plan involving several institutions in the provision of better services for youth migrants. Its objective was to reach an agreement on the key values, principles and processes underpinning the provision of services, and to achieve better coordination, commitment and transparency in offering high- quality services easily accessible to young immigrants, emigrants or returnees.

Local partners introduced and tested a 'One-stop-shop' pilot unit (OSS) within the local authority, which was conceived as a hub for providing information about all local services linked to youth migration (e.g., integration of immigrants, keeping in contact with emigrants, re-inserting returning migrants). One-stop-shops in customer services usually gather all the necessary administrative parts of a process

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1. In the YOUMIG project the 'youth' was defined as persons aged between 15-34 years. This definition includes all possible transitions throughout the life course that are relevant for youth migration. The detailed presentation of the conceptual framework is presented in the YOUMIG Working Paper no. 1: http://www.interreg-danube.eu/uploads/media/approved_project_output/0001/13/85f6d084e0981d440cf80 fcda5f551c8b6f97467.pdf
2. The partnership of the YOUMIG project covers all migratory profiles relevant for the Danube region. Austria and Germany are the main receiving countries, while YOUMIG also includes the three major sending countries Bulgaria, Romania and Serbia. For Hungary, Slovakia and Slovenia both trends are relevant.

under one roof, so that the customer does not have to move between buildings located in different parts of the city.

For YOUMIG, however, resources were insufficient to open a unified customer service space. Instead, the objective of local partners was to involve the whole range of national, regional and local institutions in providing migration services (including those for youth groups), in strengthened cooperation. The One-stop-shop approach, especially the platform for stakeholder involvement, helped to facilitate accessibility to the public administration offices, and improve the quality of those services. The activity aimed to empower young migrants by providing relevant and location-specific information concerning their rights, obligations and opportunities, and any administrative procedures to be undertaken in the city.

This Transnational Methodology for Setting up the One-shop-stop will lead you from the description of the One-shop-stop in seven municipalities to the concept of understanding and conducting the first steps in analysis of the local municipality`s youth migration profile, including the understanding of stakeholders, their duties, roles, positions, expectations and prejudices that impact the provision of services on national, regional as well as on local level. All those services must be orchestrated to offer the young migrants/emigrants/returning migrants of the Danube region the best

possible experiences in pursuing their own goals. Knowing the youth migrants profiles is of the uttermost importance by preparation of the tools that should ease their migrations. From the interviews to the mapping of end-users needs, potentials and wishes is required. The OSS achievements shall be measured by the constant response of end users. This document covers several disciplines: from public management, human resources development, project and programme management, monitoring and evaluation.

Whichever way you will decide to follow in setting up the One-stop-shop the end-users and the services you are offering to them shall be your first and last concern.
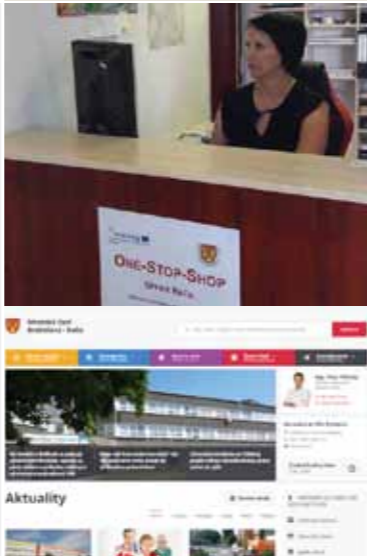
We wish you an exuberant journey!

02

» ONE-STOP-SHOPS FOR YOUNG MIGRANTS IN DANUBE REGION
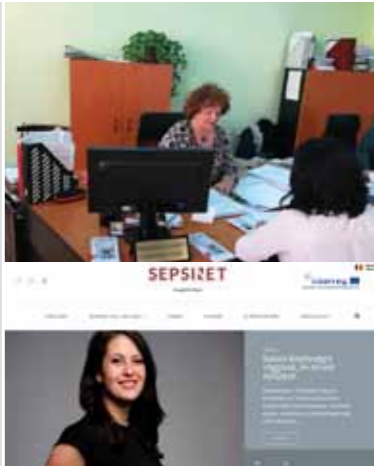
In chapter 2, the One-stop-shops unit in respective municipalities are described in alphabetical order, starting with the sending municipality Burgas, who has chosen to focus on the newcomers, most of the Russian provenience and the challenges faced by selecting already served population segment. Municipality Graz as receiving municipality has among all involved in YOUMIG the longest tradition in preparation and adoption of an Integration strategy, reflected in the programmes and projects conducted by different service providers in the city. The services in the One-stop-shop, provision of the information about employment (recognition of international qualifications, apprenticeships, job opportunities, employment - legal framework) and in addition the info about the funding opportunities for enterprises (start-ups, mentoring and coaching services provided by public and semi-public bodies, information on start-up communities, co-working spaces, incubators, technology parks etc.) was prepared in a form of a Brochure for which the consensus was found between the civil servants, service providers and the end-users not replacing or substituting any of the existing networks or services. Municipality Kanjiža as sending community went beyond the roles and responsibilities prescribed by the law and focused on the challenges the local youth is facing: high unemployment rate and a lack of opportunities in the hometown. The youth services were strengthened, the databases

of young students and the companies were set up and matching between them resulted in student summer vacancies. In order to ease the administrative burden on migrants by setting up a reference point with the provision of all relevant info, strengthening intersectional cooperation was the basis for the preparation of Lifehack Maribor, a portal that attracts newcomers to Maribor as well as those who are on the way to leave it. Municipality Rača, the district of Bratislava, provided for young migrants a physical location, leaflet as well as the webpage info, focusing on better integration in several ways: by providing the support in family-related issues such as marriage, the birth of a child, local business opportunities. One-stop-shop in Sfântu Gheorghe has both a physical and a virtual version, in response to the real needs of the population that can be best described with the "Live, Study, Work, Be Healthy, Have fun, Be mobile, Be an entrepreneur in Sfântu Gheorghe". The One-stop-shop in Szeged was set up to improve the provision of migrant-related info, make its adminsitrative processes for migrants more user-friendly and ensure the relevant info also in foreign languages.

In table 1 below the different locations and types of One-stop-shops for young migrants are presented.

TABLE 1: PRESENTING DIFFERENT CHANNELS OF OSS APPROACHED BY THE YOUMIG PARTNERS

	OSS location	Address of the OSS	OSS photo
OSS Burgas	Physical location	26 Alexandrovska Str., 8000 – Burgas, Bulgaria	
OSS Graz	Brochure – a collection of providers and offers		
OSS Kanjiža	Physical location	Kanjiža, Glavna ul 32.	
OSS Maribor	Virtual location	http://lifehackmaribor.si	
OSS Rača, Bratislava	Physical location & Virtual location	Kubačova 21, 83106 Bratislava; www.raca.skv	
OSS Sfântu Gheorghe	Physical location & Virtual location	1918 December 1 street, no. 2, Sfântu Gheorghe; http://sepsinet.ro/sepsinet	
OSS Szeged	Physical location & Virtual location & Brochure	6720 Szeged, 11 Széchenyi Square; www.szegedvaros.hu/youmig	

2.1 One-stop-shop in Burgas: integrating information provision for young migrants[3]

Some of the YOUMIG partners (i.e. local authorities) come from **countries with centralised governments** such as Bulgaria, Hungary, Romania, and Serbia. However, municipalities in other partner countries enjoy greater autonomy – this decentralised system of government is found in Austria, Germany, Slovakia, and Slovenia. Since in the latter case local authority budgets are bigger and receive funding from more diverse sources, their responsibilities and functions are wider. These systemic differences determine both the functions and levels of authority of municipalities and the administrative services they provide.

In a decentralised system, local authorities are responsible for the provision of services such as population registration, health insurance, and social assistance; whereas in countries with centralised governments, these functions are the remit of various ministries – usually based in the capital with administrative branches in each district. This is why **centralised government municipalities cannot directly influence administrative** processes. A strict division exists in terms of the powers of executive and individual government bodies, with regulations setting out in detail the terms of their powers with regard to the services they provide.

In **Bulgaria**, the registration of **foreign citizens is the responsibility of the Ministry**

of the Interior, and information collected for this purpose is confidential in compliance with the Ministry of the Interior Act, and the **Personal Data Protection Act.** An exception is made in the case of information provided for statistical purposes where municipalities lack the capability to collect and process data. **Statistical data is submitted only to the National Statistical Institute** (National Statistical Institute Act).

The initial registration of newcomers from non-EU countries is the responsibility of municipal authorities. By law, EU citizens are not considered foreign citizens and they are under no obligation to register in a municipality. This initial registration enables subsequent administrative actions. A possible means of adding value in this regard was to prepare **leaflets containing information** on the importance of registration and the consequences of not re-gistering.

The powers of an administrative body in Bulgaria are delegated by law. An administration's sole function is to provide public services and information, and direct people to the relevant authority/office.

Administrative procedures are specific and often complex, not only for foreign citizens/migrants, but also locals – if a local person wants to set up a company, buy a property, or change the legal status of a plot of land, it is impossible to do so without hiring a solicitor.

3. Author: Veselina DIMITROVA (BurgasMunicipality)

Table 2 summarises the usual administrative issues for a young immigrant/returning migrant and provides the name of the authority responsible for each procedure.

TABLE 2: LIST OF USUAL ADMINISTRATIVE ISSUES FOR A YOUNG IMMIGRANT/RETURNING MIGRANT

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES	CENTRAL GOVERNMENT COMPETENCIES
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate	N/A	Ministry of the Interior –local branches
	Obtaining or renewing a driving license	N/A	Ministry of the Interior – road police
	Registration of a change of residence	Civil registration	N/A
	Registration of a change of marital status	Civil registration	N/A
	Registration of the birth of a child	Civil registration	N/A
	Registration of property or vehicle purchase	Local taxes	National Agency of Revenues
Work	Receiving a work permit	N/A	Labour Agency
	Founding a business	Depends – local taxes Dept. issues categories for local cafes and restaurants for already registered businesses	Commercial Register
	Receiving support in finding a job	N/A	Labour Agency
Taxes	Obtaining a tax identification number	N/A	National Agency of Revenues
	Paying income taxes, receiving a tax refund	N/A	National Agency of Revenues for any other taxes
	Paying local taxes (please specify what taxes)	Local taxes – property taxes, and waste disposal taxes	N/A
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)	N/A	National Health Insurance
	Receiving financial social assistance (of any kind)	Budget and Finances with a delegated budget from the state	National Social Security Institute
Education	Enrolment to preschool (ages 3-6)	Department of Education	N/A
	Enrolment to primary school	Department of Education	N/A
	Enrolment to secondary school	Department of Education	Ministry of Education – for public high schools
	Enrolment to vocational training	N/A	Labour Agency, Universities
	Enrolment to university	N/A	Universities
	Nostrification (recognition of an education certificate issued in another country)	N/A	Ministry of Education, Ministry of Foreign Affairs
	Language learning (subsidised)	N/A	N/A (eventually some NGOs)

Burgas has no profile as a migrant-receiving community, on the contrary – it is a migrant-sending community. All the same, the relevant information for foreign immigrants is available in advance from the Ministry of Foreign Affairs, and the Ministry of the Interior. In this respect, Vienna's good practice of establishing a separate unit for assisting immigrants finding their way in Vienna is relevant. However, a similar practice would serve little purpose in Burgas since the total number of immigrants from non-EU countries who have residence permits represents 1.85% of the municipality's population, of which the largest share is Russian citizens (around 1%). The total number of immigrants from EU countries represents 0.6% of the city's population. Russian and Ukrainian citizens tend to integrate well into the community and city life – linguistic similarities (e.g. the same alphabet) may provide an explanation in this regard.

Based on the findings of the LSQA it was decided that a One-stop-shop (OSS) in Burgas would serve as part of the administrative section, taking into consideration the section's limited municipal function concerning migration. A leaflet containing basic information for newcomers was elaborated in English and Russian. It is available on the municipal website at the following link: https://www.burgas.bg/en/info/index/1378

In the Municipal Centre for Administrative Services, an immigrant can find information on registering their address and accessing education services. A leaflet with key administrative information is also available. For inquiries in English, the phone number of the Directorate of European Policies and Programmes is provided. Further, all inquiries in English via the Municipal Phone Centre are directed to this number. In the front office, there is a stand with the project logo and OSS information, showing foreign citizens where to go with regard to address registration and related topics.

The following challenges are worth out-lining:

Despite the Ministry of the Interior's initial gesture of cooperation, it later turned down the leaflets for immigrants stating that all foreign citizens visiting the Migration Office were already familiar with the information concerning their administrative obligations. Likewise, the Russian Centre had already paid for similar services and assistance and was not interested in taking the leaflet. Currently, the leaflet is available as an online brochure and in the Municipal Centre for Administrative Services.

The brochure has received 469 hits since its online publication. However, in the front office, there have been no requests for further information or phone calls making such requests.

On average, three foreign citizens per day visited the front office in the summer season. No requests in relation to the OSS service were made. During the winter, the number of foreign citizens visiting the front office was, on average, less than one person per day. These statistics bear out the initial concern that in view of the small number of foreign citizens in the city and the limited municipal services provided for migrants, the demand for an OSS service would hardly be overwhelming.

However, the process of implementing a good practice served to prepare the municipality in the event of a rise in immigration levels. Following the OSS's implementation, the local government is convinced that it needs to plan ahead even though there is currently no immigration issue at the local level. Meanwhile, officials working in local administration have gained a lot of experience through discussions and workshops related to the pilot's implementation.

Recommendations

Despite the current lack of demand on the part of foreign citizens for these and related administrative services, a great deal was learnt from the implementation of the pilot. It is hoped that municipality officials will now be better placed to help immigrants in the event of increasing demand for such services.

2.2 One-stop-shop for the target group in Graz: the creation of an information[4]

The focus of the brochure

Graz developed the design of the One-stop-shop in collaboration with stakeholders and providers of information and counselling for migrants, involving specific city departments and NGOs. The brochure was designed with a very specific target group in mind: young women with a migrant background in the Danube Region. Employment is one of the most important motives for women migrating from the Danube Region to Graz. Therefore, the One-stop-shop (OSS) brochure was developed with the aim of supporting the employment-related counselling of women with a migration background in the Danube Region (aged 15-34). The main reason for the brochure option was the fact that there are already several one-stop-shops in Graz (e.g., at the Employment Service, IBOBB Cafe, Amtshaus der Stadt Graz), and neither developing a 'meta-one-stop-shop' nor competing with coexisting one-stop-shops were realistic options. Focusing on women

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4. Author of the subchapter: Otto RATH (City of Graz)

aged 15-34 with a migration background in the Danube Region in relation to the issue of employment was found to be feasible, since

The brochure concentrates on the following topics:
- Employment (recognition of international qualifications, apprenticeships, job opportunities, employment – its legal framework);
- The founding of enterprises (start-ups, mentoring and coaching services provided by public and semi-public bodies, information on start-up communities, co-working spaces, incu-bators, technology parks, etc.).

In the course of the brochure's development, it became apparent that it was a tool used foremost by providers. So while the target group 'women with a migration background in the Danube region' can be reached indirectly, it was found that the brochure also offers interesting information for a target group that we had not set out to focus on: companies employing girls with a migration background.

The OSS brochure – including its developmental process – was created in a collaborative process, and was dependent on the commitment of providers and stakeholders alike. It is based on existing networks, which meant that we could keep existing interfaces in mind during its development. The clear focus on women, employment and entrepreneurship define the unique selling proposition (USP) of the brochure.

It has been agreed that the OSS-brochure will be updated regularly. Brochure updates can address women with a migrant background, regardless of where they come from. It is hoped that the OSS brochure's inclusion of companies in the migrant-

on the one hand, it avoided unnecessary competition and on the other, it supported existing networks.

related network will aid the sustainability of this public service in Graz.

Target group

On the one hand, the brochure was designed for girls and women with a migration background in the Danube Region looking for suitable advice in the areas of employment and founding a business. On the other hand, it is of great help to organizations dealing with the target group described, since it provides an overview of reference points in the network. During the brochure's development, it became apparent that companies – in addition to the initial focus group – were interested in the brochure.

A brochure is a tool for counselling services within a network. The effective use of the brochure is dependent on institutions and organisations that offer advice for migrants and/ or women by means of networks. The easier the existing counselling services in the network can be referred to, the more efficient the search for suitable information on the part of women seeking advice. Likewise, the work of the counselling institutions can be facilitated and optimised.

Content of the brochure

Issues such as employment and start-ups do not cover all the needs of migrants and women, but the preliminary survey indicated that these issues are among the most pressing. Also in areas such as education and law, the brochure focuses on their relevance to employment and entrepreneurship.

The aim of the brochure is to give an overview of the relevant information centres in Graz and to provide a helpful point of reference for young migrants and women. This booklet is not intended to provide detailed information or give advice on specific matters. Several websites are probably better suited for this, but many people – especially those whose language skills are not perfect – are better served by personal counselling. The brochure allows these people to find relevant information and the right place to go to as quickly as possible.

Structure

In the run-up to the network meetings and desktop research, a comprehensive overview of the existing counselling services was created. All organisations were invited at several stages of the development process to present their services in this brochure. A section on the background of a quality assurance system was not included. In the brochure, only free counselling services were included.

Online resources were also included – albeit sparingly. For those who wish to get an

online overview, the database of the Interreg partner project DRIM (danubecompass.org) perfectly meets this need.

The final shape was developed with input from the customers. All the providers of consulting services were invited to present their services for the defined target group.

Sustainability

An important principle of the OSS is that organisations providing information and counselling for women with a migrant background need to develop a clearer picture of existing provisions in relation to employment and entrepreneurship. As participants in the development process (providing input in several meetings), these stakeholders played an important role in strengthening the network.

These providers are well known within the migrant communities. Therefore, the distribution of these brochures in their offices allows the target group – young migrant women – to have easy access to them (and trust in their quality).

It has been agreed that the OSS-brochure will be updated regularly. This is necessary as the existing services are subject to change, sometimes within the space of months, depending on the strategic priorities of the bodies funding them. Therefore, once or bi-yearly meetings will ensure the OSS network's continued operation.

The existing OSS brochure is focused primarily on women with a background

in the Danube Region. Brochure updates can address women with a migrant background, regardless of their country of origin.

It has become apparent that the information provided in the brochure is also relevant to employers, as mentioned above. This target group was not 'on the radar' from the start of the development process. Thus, for future updates, companies should be better integrated into the network to aid the dissemination of information related to this service.

Recommendations

- Development through multiple actor participation is necessary;
- Providers of interfaces and their services should be taken very seriously;
- A relevant focus (women, employment, entrepreneurship, etc.,) should be found;
- The focus on women with a background in the Danube Region is very specific, and probably needs to be widened;
- Allow for the possibility of updates and further development. Services can change, and the contents may be of relevance to additional target groups;
- One has to find the best communication medium. Creating an app is not necessarily the only solution – a brochure can also be easily updated;
- The habits of the target group also have to be considered.

TABLE 3: LOCAL POLICY COMPETENCIES REGARDING ADMINISTRATIVE ISSUES FOR A YOUNG IMMIGRANT/ RETURNING MIGRANT

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES (please specify the department)	CENTRAL GOVERNMENT COMPETENCIES (please specify the institution)
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate	BürgerInnenamt	
	Obtaining or renewing a driving license	Landespolizeidirektion Steiermark Sicherheits- und Verwaltungspolizeiliche Abteilung (SVA 2 - Führerscheinangelegenheiten)	
	Registration of change of residence	BürgerInnenamt	
	Registration of change of marital status	BürgerInnenamt	
	Registration of the birth of a child	BürgerInnenamt	
	Registration of property or vehicle purchase	Insurance Companies https://durchblicker.at/kfz-zulassungsstellen/graz	
Work	Receiving a work permit		The Employment Service
	Founding a business		The Chamber of Commerce
	Receiving support in finding a job		The Employment Service
Taxes	Obtaining a tax identification number		The Tax Office
	Paying income taxes, receiving a tax refund		The Tax Office
	Paying local taxes (please specify what taxes)	Abteilung für Gemeindeabgaben	
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)		
	Receiving financial social assistance (of any kind)	Sozialamt	Gebietskrankenkasse, Sozialversicherungsanstalt, Bundesversicherungsanstalt

Education	Enrolment to preschool (ages 3-6)	ABI	
	Enrolment to primary school	ABI	
	Enrolment to secondary school		Several schools
	Enrolment to vocational training		The Employment Service, Companies
	Enrolment to university		University
	Nostrification (recognition of an education certificate issued in another country)		The Federal Ministry of Labour, Social Affairs, Health and Consumer Protection; The Federal Ministry of Education, Science and Research
	Language learning (subsidised)	Various providers	

More information on the Graz-Website: https://www.graz.at/cms/ziel/7535916/DE/

2.3 One-stop-shop in Kanjiža[5]

The One-stop-shop activity in Kanjiža is related to the first recommendation of the Local Status Quo Analysis - Assistance for beginners in business to facilitate their position in the labour market - and included the reactivation of the local youth cooperative. The Youth Cooperative is an office that provides student jobs (mostly summer jobs) for youth in Kanjiža and mediates a legitimate connection between employers and employees. Its reactivation was anticipated with great interest and 58 students became members; of these, around 30 were employed (the others were not - despite jobs being continuously offered to them, they were unsatisfied with working conditions). As part of the OSS, two databases were created of all of

the entrepreneurs and companies in the municipality.

These databases were used by the Youth Cooperative to enhance its services and all data were dealt with confidentially. Two businesses guides were prepared and made public on the YOUTHKA website - one for small businesses and the other for farms. In addition, an introduction to freelancing was published there.

The first part of the OSS involved the reintroduction of summer jobs for secondary school pupils and students. The Youth Cooperative was a service that had enjoyed a previous existence in the municipality but had lain dormant for around two decades. In its heyday, it provided a link

between local companies, enterprises and firms and young people wishing to make a little money during the summer holidays. The main idea behind its reactivation was twofold: to revive its function as a municipal employment agency for summer positions while at the same time getting information from companies on the profiles of workers they were seeking, and matching those to local youth. Fifty-eight young people registered and began looking for jobs, of these; only half accepted the jobs offered. This outcome was in keeping with our concept of easing youth into the labour market so that they would get an idea of what employment actually feels like - for themselves and their own parents as well - leading them to be more appreciative of their home lives. It also allowed them to contribute to family finances and enjoy greater independence. They began to discern the differences between jobs, employers and work conditions, which helped them to consider in greater depth what they wanted to achieve, in terms of studying or starting their own businesses.

This service will continue to operate in the future, because youth that gained employment through it, their parents and the wider community found it very useful and constructive. In light of the experience gained from the implemented activities, we learned how to improve our marketing campaign, where to advertise to achieve the furthest reach, how to contact potential employers, and what profiles are

most sought after in the summer period. In the future, marketing will start earlier and be conducted in local schools; other groups will be notified via local media. Employers will be contacted personally and asked to provide information on their needs beforehand so that interested pupils and students can start searching for jobs immediately.

The business guides published on the website of the municipal Youth Office and shared on social media accounts were a result of interactions with the users of the OSS. Apart from those pupils and students looking for temporary employment, some young people had questions regarding the setting-up of their own businesses. That is why our thematic expert prepared business setup guides for small businesses and registered farms. These documents are short, comprehensive, and made in cooperation with accountants, tax and legal experts. They cover every administrative step needed to start a business.

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5. Author of the subchapter: Dragana LUKIĆ- BOŠNJAK (Municipality of Kanjiža)

Recommendations

In a municipality dealing with emigration, it is of little use to have a One-stop-shop in the sense of providing information on emigration. People set to go have already done their research and consulted people with concrete experience that had already gone through the entire procedure. Immigration into the municipality is minuscule, and usually happens through marriage, so people know what procedures are necessary. The only type of One-stop-shop service that can be useful is one that **helps potential young emigrants by offering free assistance on business-related matters** and access to the network of related experts and administrative workers within various administrative units.

The OSS activities implemented within YOUMIG are partially adequate for the needs of the municipality, as they **tackle the problems local youth face - unemployment and a lack of opportunities - but the pull factors of life abroad are still dominant** and will require a large-scale intervention beyond the possibilities of the municipality.

The town administration needs to realise that **young people often do not have a good impression of the services they provide and that alternatives might be effective.** Good, tailor-made projects in relation to youth are very important for emigrant communities as **they show that efforts are being made to keep them, that they are important, and that they may be successful if they stay in their hometowns**. It is advisable for the future of the municipality to establish an office in which bilingual staff assist those who wish to start or improve their businesses. The staff should be in contact with various experts in order to facilitate processes for their users. Apart from this administrative role, they should maintain contact with the Youth office, the Youth Cooperative, the Department for Local economic development, SME counsellors, and any and everybody that can be of use in their daily work. The information gathered in the OSS should be shared with the aforementioned bodies and their further operation will take that knowledge into account as well.

Finding the right people for the job might be the most important factor. They have to be interested in the topic, and it would be good if they had travelled and had experience abroad, before deciding to come back. This perspective is very important in their communication with services users. They have to be positive, eloquent, internet savvy, proactive and imaginative.

This kind of approach could be what is needed for young people to regain faith in institutions and to actually motivate people to turn to such services for assistance.

Legal competencies in administrative issues related to youth migration:
The main areas of intervention where the municipality or the central government has legal grounds for action can be seen in detail in the table below.

Issues that can be dealt with at the local level include:
• Registration of change of marital status;
• Registration of the birth of a child;
• Registration of vehicle purchase;
• Paying local taxes which include administrative, communal, property taxes;
• Enrolment to preschool, primary school, a local secondary school in the respective institutions.

Other administrative issues that can be dealt with locally, but are national level competencies are:
• Obtaining or renewing an ID card, passport, residence permit, registration certificate;
• Obtaining or renewing a driving license;
• Registration or change of residence.

TABLE 4: LIST OF TYPICAL ADMINISTRATIVE ISSUES FOR YOUNG IMMIGRANTS / RETURNING MIGRANTS (BASED ON QUESTIONS A/8 AND B/8 IN THE SMALL-SCALE SURVEY)

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES (please specify the department)	CENTRAL GOVERNMENT COMPETENCIES (please specify the institution)	REMARKS
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate		Ministry of the Interior, police administration Kikinda, police station in Kanjiža	Everything is done locally by the user, then checked and sent back from Belgrade
	Obtaining or renewing a driving license		Ministry of the Interior, police administration Kikinda, police station in Kanjiža	Everything is done locally by the user, then checked and sent back from Belgrade
	Registration of change of residence		Ministry of the Interior, police administration Kikinda, police station in Kanjiža	Everything is done locally by the user, then checked and sent back from Belgrade
	Registration of change of marital status	Department for General Administration and Joint Services		
	Registration of the birth of a child	Department for General Administration and Joint Services		
	Registration of property or vehicle purchase	Local tax administration for vehicles	Ministry of Finances- Tax Administration and Republic Geodetic Authority for Property	
Work	Receiving a work permit		Business Registry Agency	To start a private business, a person visits the Local Economic Development Department, which forwards the documentation to the Business Registry Agency
	Founding a business		Business Registry Agency	
	Receiving support in finding a job		National Employment Agency- Local branch	
Taxes	Obtaining a tax identification number		Ministry of Finances- Tax Administration	
	Paying income taxes, receiving a tax refund		Tax Administration	
	Paying local taxes (please specify what taxes)	Local tax administration		Local administrative, communal, property taxes
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)		Pension and Disability Insurance Fund	
	Receiving financial social assistance (of any kind)		The Ministry of Labour, Employment, Veteran and Social Policy	Financial aid is provided through the National Employment Agency and the Centre for Social Work
Education	Enrolment to preschools	Preschool institution		
	Enrolment to primary schools	Elementary school		
	Enrolment to secondary schools	Secondary school		
	Enrolment to vocational training	Local secondary school, educational institutions other than schools		
	Enrolment to university		State or private universities	
	Nostrification (recognition of an education certificate issued in another country)		The Ministry of Education, Science and Technological Development	
	Language learning (subsidised)	Informal education institutions		

2.4 One-stop-shop in Maribor[6]

Life Hack Maribor: an online One-stop-shop platform for young migrants[7]

Among the recommendations to improve the management of youth migration in Maribor, 'easing the administrative burden on migrants by establishing one reference point for providing all relevant information, and strengthening intersectoral cooperation through an interdisciplinary approach' was recognised as the issue to be tackled by means of establishing the One-stop-shop network (OSS).

Maribor Development Agency started to strengthen cooperation between stakeholders through engaging in issues related to migration during the events and activities of the YOUMIG project: a) the local kick-off event - the Migration Forum (16 May 2017); b) the local YOUMIG Forum (8 March 2018) and c) interviews conducted with the relevant institutional stakeholders within the preparation activity of the LSQA.

As an outcome of the events and interviews combined, contacts and cooperation were established with the representatives of various stakeholders.

The networking sessions and individual interviews contributed to the future exchange of information and the cross-promotion of activities within the OSS.

In keeping with the methodology used to set up the One-stop-shop service for young migrants in local communities of the Danube Region, the key stakeholders to be involved in the local OSS network were identified and animated to cooperate with MRA by providing coordination. These were: the Administrative Unit Maribor, the Maribor Financial Office, the Health Insurance Institute of Slovenia, the Employment Service of Slovenia, the Maribor Social Work Centre, the Institute for Pension and Disability Insurance, the Maribor Adult Education Centre, the Municipality of Maribor, the University of Maribor, and the Maribor Association of Cultural Societies.

It is unsurprising that many important institutions of local governance are branches of the central government. Table 6 summarises the competencies of local and central public authorities in Maribor with reference to the most relevant administrative issues for young migrants.

TABLE 5: LIST OF REPRESENTATIVES OF VARIOUS STAKEHOLDERS

PUBLIC ORGANISATIONS	TERRITORIAL COVERAGE
The Republic of Slovenia - Office for Slovenians Abroad	International
Ministry of Labour, Family, Social Affairs and Equal Opportunities	National
Ministry of the Interior	National
Police	National
Statistical Office of the Republic of Slovenia	National
Administrative Unit Maribor	Multi-municipal
Employment Service of Slovenia	Multi-municipal
Health Insurance Institute of Slovenia	Multi-municipal
Financial Administration of the Republic of Slovenia, Maribor Financial Office	Multi-municipal
Social Work Centre, Maribor	Multi-municipal
Municipality of Maribor	Municipal
RESEARCH AND EDUCATION	STATUS
University of Maribor	Public
Research Centre of the Slovenian Academy of Science and Arts	Public
Academia (private collage)	Private
NON GOVERNMENTAL ORGANISATIONS	
Slovene Philanthropy	
Federation of Cultural Associations, Maribor	
Youth Cultural Centre Maribor	
Maribor Adult Education Centre	
Slovene Emigrant Association	
SLOGA platform	
Association Odnos	
OTHER (private companies sending workers abroad)	

TABLE 6: LIST OF USUAL ADMINISTRATIVE ISSUES FOR A YOUNG IMMIGRANT / RETURNING MIGRANT

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES (please specify the department)	CENTRAL GOVERNMENT COMPETENCIES (please specify the institution)	REMARKS
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate		Administrative Unit	National government remit - local branches cover the territory of 1 to several municipalities
	Obtaining or renewing a driving license		Administrative Unit	National government remit - local branches cover the territory of 1 to several municipalities

Official personal documents	Registration of change of residence		Administrative Unit	National government remit - local branches cover the territory of 1 to several municipalities
	Registration of change of marital status		Administrative Unit	National government remit - local branches cover the territory of 1 to several municipalities
	Registration of the birth of a child		Administrative Unit	National government remit - local branches cover the territory of 1 to several municipalities.
	Registration of property or vehicle purchase		Administrative Unit	National government remit - local branches cover the territory of 1 to several municipalities.
Work	Receiving a work permit		Administrative Unit (with confirmation of Employment Service of Slovenia)	The local branch of the Slovenian Employment Service agrees that there are no local profiles available for this work.
	Founding a business		Slovenska poslovna točka / Slovenian Business Point (SPOT)	Can be done in person (at regional SPOT points) or online.
	Receiving support in finding a job		Employment Service of Slovenia	Under the Ministry of Labour, Family, Social Affairs and Equal opportunities - local branches cover the territory of 1 to several municipalities.
Taxes	Obtaining a tax identification number		Financial Administration of Republic of Slovenia	Local branches cover the territory of several municipalities.
	Paying income taxes, receiving a tax refund		Financial Administration of Republic of Slovenia	Local branches cover the territory of several municipalities.
	Paying local taxes (please specify what taxes)	Municipality: land-use-rights		The National Financial Administration in accordance with municipal regulations.
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)		Health Insurance Institute of Slovenia	Local branches cover the territory of several municipalities.
	Receiving financial social assistance (of any kind)		Social Work Centres	Under the Ministry of Labour, Family, Social Affairs and Equal opportunities - local branches cover the territory of 1 to several municipalities.
Education	Enrolment to preschools	Municipality		The municipality (or several municipalities with a mutual agreement) can establish pre-school education centres to suit the needs of their inhabitants.
	Enrolment to primary schools	Municipality		The municipality (or several municipalities with a mutual agreement) can establish elementary school education centres (primary schools) or give concessions to a private institution that does so.

Education	Enrolment to secondary schools	City municipality	State	General education secondary schools can be established by a city municipality (out of 212 municipalities in Slovenia, 11 have a city municipality status), or by the state. Other types of secondary education (vocational secondary schools with 2, 3, or 4-year educational programmes) can only be established by the state.
	Enrolment to vocational training	Municipality	State	The state can establish secondary schools that provide vocational education. These schools can provide training for people to obtain certain professional competencies as well (even if not enrolling in their full 2, 3, or 4-year educational programme). The national government can allow a vocational school to limit their enrolment to a certain number of people - with criteria for limiting enrolment. Municipalities can provide subsidies to any legal entity providing trainings or education, including obtaining vocational competencies.
	Enrolment to university	Municipality	State	Any physical or legal entity from Slovenia or abroad can establish a university (respecting legal requirements). Enrolment is limited to required criteria (completed secondary education), or in the case of certain skills needed, additional criteria can be set by the university.
	Nostrification (recognition of an education certificate issued in another country)		Ministry of Education, Science and Sport	Any university can assess a foreign education certificate to determine whether a candidate meets their enrolment criteria - but this certificate does not count as an officially recognised one in Slovenia. Only the Ministry of Education, Science and Sport can nostrify a foreign education certificate so that a foreign gained education is recognised in Slovenia.
	Language learning (subsidised)	Can set up their own programme	Ministry of Internal Affairs (official state programme)	The Ministry of Internal Affairs is funding a national programme for Slovenian language courses for foreigners who are granted free language courses (depending on the category they belong to - family members of residents, foreigners with special status, foreigners, people with international protection, etc.). Any university is obliged to offer language courses in the Slovenian language to foreign students or Slovenian students without Slovenian citizenship (as the official language of any university is Slovenian). Any private or legal entity can offer language courses and any municipality has the opportunity to provide such an entity with subsidies for conducting the course (or any other kind of education/training).

Understanding the individual stakeholders of the network, their relevancy, authority, field of influence and communication channels was central to the decision to set up the OSS. **Each of the institutions had already established a physical space with staff employed to cover specific issues concerning information and service provision for migrants. Therefore, setting up yet another office was dismissed as pointless,** unless the new office could take over the authority of another (pre-existing) service provider, in which case, national legislation, as well as well-functioning public administration apparatus, would have to be changed.

In view of these issues, **Maribor Development Agency (with the expertise of Angita - a contracted external institute) set up an online portal.** A printed info-pack was also mooted as an additional tool, but since it would lack interactivity (availability limited to a physical location) and require reprinting in the event of revision, an online information portal was chosen instead.

The portal drew on user-centred design in that it was based on the ideal needs of a customer avatar, which was specifically upgraded for the given situation by the Angita Institute. Here, the concept was not to create another 'run of the mill' portal that merely presents the various institutions' functions, but rather to make readily available the particular information an imagined user would be looking to access upon arrival in a new city.

http://lifehackmaribor.si was translated from Slovenian into **12 languages** and is available online in 13: Slovenian, English, German, Bulgarian, Bosnian, Czech, Montenegrin, Croatian, Hungarian, Romanian, Slovak, Serbian, and Ukrainian.

The premise of the portal is that any information should be found in three clicks; therefore the topics are divided into 12 modules:

1. **Documents** - explains the administrative procedures that have to be followed prior to, or on arrival in Slovenia/Maribor and locations in the city where each issue can be resolved;
2. **Insurance** - explains the insurance system, conditions for inclusion in the system, and provides the locations of service providers in the city;
3. **Study** - presenting the institutions offering higher education and other relevant support to students in Maribor, and provides the locations of service providers in the city;
4. **Residence** - explains the possibility and options for leasing or purchasing the property;
5. **Employment** - explains the possibilities of accessing the Slovenian labour market, tax residence status, and other relevant issues, and provides the locations of service providers in the city;
6. **Children** - provides information about preschool, compulsory elementary education and secondary level education, and provides the locations of service providers in the city;

7. **Assistance** - provides information on social care and family protection, and provides the locations of service providers in the city;
8. **Health** - provides a list of health & dental care providers, pet health care providers, and regulations on vaccinations, and provides the locations of service providers in the city;
9. **Language support** - provides information on service providers and their locations in the city;
10. **Integration** - provides the locations and conditions of service providers in the city;
11. **Leisure** - provides information about things to do and places to go in the city;
12. **General information about the city** - provides information on public transport, communication, public amenities, and useful links etc.

An additional feature of the portal, available only in Slovenian, concerns Slovenians living (or planning to live) abroad and provides information about retirement funds, voting rights abroad, taxation, etc.

As well as providing information in 13 languages, for both immigrants and emigrants, the portal serves as the entry point to the One-stop-shop service for migrants where MRA staff receive questions and comments from online visitors to the portal. By way of response, staff provide information and advice often hitherto unavailable (with the backing of stakeholders) or refer users to the relevant institution.

By the end of February 2019, there were 940 unique (individual) visitors and 1.789 visits in total, with the trend in visits being upwards in general.

FIGURE 2: STATISTIC CHART REPRESENTING THE NUMBER OF VISITS AND UNIQUE VISITORS ON THE OSS WWW.LIFEHACKMARIBOR.SI
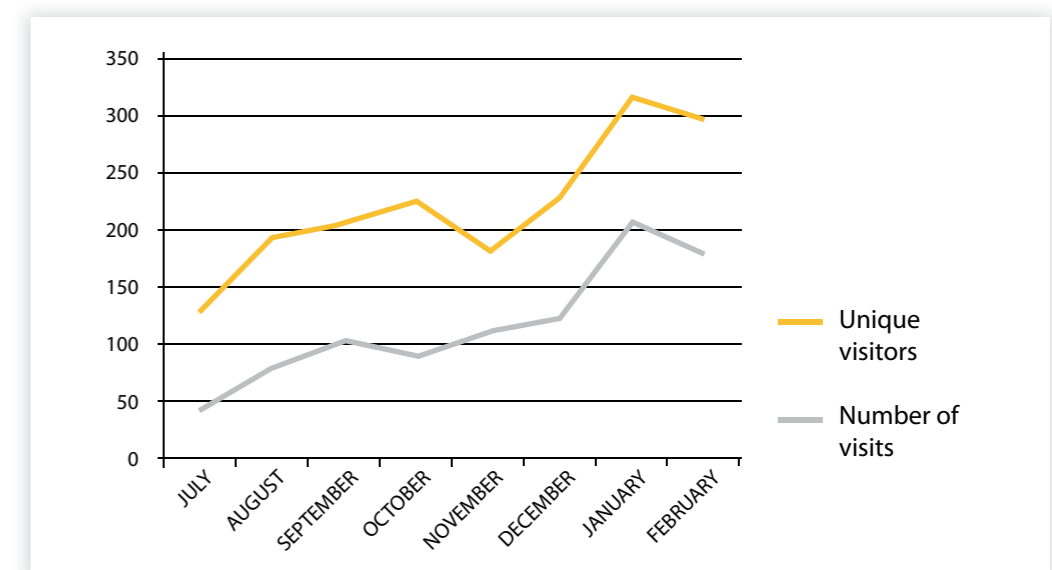
Feedback was collected on 21 occasions through the rating system, with the average rating being 4.5 out of 5.

Additionally, there were seven comments/questions submitted to the site in different languages of which the last three (that were not anonymous) were answered.

As expected, the bulk of page views (87.33%) originated from Slovenia, however, it was not always clear whether the visitors to the portal were Slovenian nationals or foreign born visitors. Croatia generated (9.55%) of page views while all other countries generated less than 1% (with visits originating from a total of 38 countries). In terms of the origin of views, the top 10 countries were Slovenia, Croatia, China, USA, Romania, Hungary, Serbia, Bulgaria, Bosnia and Hercegovina, and Canada.

TABLE 7: LIST WITH THE NUMBER OF PAGE VIEWS IN TERMS OF THE TOP TEN COUNTRIES VISITING THE SITE

COUNTRY \ MONTH	2018						2019		TOTAL
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	
Slovenia	18.790	31.937	9.620	2.326	1.104	274	346	327	**64.724**
Croatia		6.967	17	11	6	11	33	12	**7.057**
China				5	619	4	2	19	**649**
USA	40	71	60	100	65	95	74	87	**592**
Romania			108	131		11	26	6	**282**
Hungary	7	21	57	22	54	34	24		**219**
Serbia		5	74	11	24	21	39	37	**211**
Bulgaria				9		3	10	150	**172**
Bosnia and Hercegovina			1		9	18	29	48	**105**
Canada			103			1			**104**

The main strength of the One-stop-shop was the **strong network of involved stakeholders** that utilised their core-activity experiences (in the field of migration) to inform/organise their inputs in this service provision. However, the OSS online service was key to migrants finding their services to begin with (by means of the portal or referral to a relevant stakeholder by MRA staff members).

Based on our experience of the OSS, **a deeper level of commitment by certain stakeholders would be beneficial;** though we acknowledge that stakeholders' efforts are often hampered at the regional level, since their decisions have been approved at the national level by responsible national bodies (ministries and state institutions etc.).

Recommendations

1. In order to encourage information sharing between various stakeholders, **an annual stakeholders' event covering the issue of migrant and youth inclusion should be organised.** Such an event could provide the initiative for greater community involvement in migrant-related issues for local residents and experts at the municipality level alike;

2. The Municipality of Maribor should also take over the maintenance of the online information portal Life Hack Maribor as part of a provision of municipal services for people living in, or moving to Maribor, along with a dedicated employee responsible for cross-sector support and information provision on youth- and migration-related issues.

2.5 One-stop-shop for youth migration-related issues: the experience of Rača[8]

This subchapter collects important experiences that local partners encountered in creating and operating a One-stop-shop (OSS) unit for youth migration. OSS related issues will be linked with some recommendations for policy actions in the future.

The background to the creation of the newly-established OSS was based on a need to continuously monitor and re-evaluate the situation in Bratislava-Rača in the event of unpredicted circumstances in the area of international migration occurring. Relevant indicators in the Bratislava area (e.g., labour market position, housing market position) may be subject to rapid change in the short term, so OSS continuously monitors labour market agencies and the property market by observing the data of property agencies active in the Bratislava area, and in the event of 'urgent' situations arising, provides assistance to the local government. The district of Bratislava-Rača is currently experiencing the tail end of the municipal election cycle; in the advent

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8. Authors of the subchapter: Ján BUČEK, Slavomír ONDOŠ (City district of Bratislava-Rača)

of local government elections and new management, certain powers, procedures, and official employees may change, therefore, we ensure that established services run smoothly in the new election cycle.

There were more stakeholders included among those affected by the pilot action in Bratislava-Rača, which constituted an evolutionary aspect of the service based on the specific experience and feedback provided by the clients. We continued to monitor and evaluate whether and how our OSS plan met stakeholder's needs and interests. Among other changes, a major one was the recent relocation of the Foreign Police Department in Bratislava to that of a

neighbouring area – Bratislava-Vajnory – on the premises of a former military base. Most clients nowadays travel to reach their offices by public transport transferring from city centre connecting lines in Bratislava-Rača, and we provide close assistance and support. An orientation system was discussed, including the possibility of physical information banners, and virtual assistance online.

The following table identifies the legal competencies of the City District of Bratislava-Rača, in relation to the administrative issues identified as relevant to a young migrant.

TABLE 8: LIST OF COMMON ADMINISTRATIVE ISSUES FOR A YOUNG IMMIGRANT/RETURNING MIGRANT

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES (please specify the department)	CENTRAL GOVERNMENT COMPETENCIES (please specify the institution)
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate		State – District Directorate of Police – Dept. of identity cards, driving licences and travel documents, Aliens Police/Foreign Police Department (residence permit)
	Obtaining or renewing a driving license		State – District Directorate of Police – Dept. of identity cards, driving licences and travel documents
	Registration of change of residence	Municipal – Registry Office (Matrika)	
	Registration of change of marital status	Municipal – Registry Office (Matrika)	
	Registration of the birth of a child	Municipal – Registry Office (Matrika)	
	Registration of property or vehicle purchase		State – District Office – Cadastral department, District Directorate of Police – Dept. of vehicle registration
Work	Receiving a work permit		State – Office of Labour, Social Affairs and Family,
	Founding a business		State – District Office – Trade Licensing Office
	Receiving support in finding a job		State – Office of Labour, Social Affairs and Family
Taxes	Obtaining a tax identification number		State – Financial Administration of the Slovak Republic – Tax Office
	Paying income taxes, receiving a tax refund		State – Financial Administration of the Slovak Republic – Tax Office
	Paying local taxes (please specify what taxes)	Municipal – real estate tax – but Bratislava City Magistracy – Department of local taxes, fees, and licences	
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)		Health insurance companies
	Receiving financial social assistance (of any kind)	Municipal – occasional, support in urgent cases, not obligatory - Social affairs department	State – Office of Labour, Social Affairs and Family – the main provider of assistance
Education	Enrolment to preschools	Municipal – school office/schools	
	Enrolment to primary schools	Municipal – school office/schools	
	Enrolment to secondary schools		Regional self-government – Dept. of education, youth and sport/ schools
	Enrolment to vocational training		Regional self-government – Dept. of education, youth and sport/schools
	Enrolment to university		Universities
	Nostrification (recognition of an education certificate issued in another country)		Ministry of Education – Centre for the recognition of diplomas; in the case of medical education – Ministry of Health;
	Language learning (subsidised)	Municipal – two foreign languages are obligatory – included when attending primary and secondary school	

Sufficient project resources were re-evaluated as needed, and the timing and preconditions for each of these particular actions were defined. If needed, immediate reaction to the project budget was delivered. Investment in human resources was an important issue enabling the assessment of skills necessary for the operation of a professional OSS, in particular, in relation to language and inter-cultural dialogue capacity. Key stakeholders were informed of the project and the local government took every opportunity to announce the pilot to the public by means of leaflets left at summer fares, cultural festivals and food events – in other words, the places migrants and their friends typically frequent. Communication of the project plan in local media and social networks continued according to immediate needs. Communication channels between the core team (offering website and personal support) and potential OSS clients were operating at about 50% of optimum capacity. Improvements were made by introducing them use of online forms, monitoring visitors to the OSS, as well as ensuring the specific needs of clients were met.

The existing OSS in Bratislava-Rača is primarily a physical space, easily accessible and located in the same building as the municipality offices. It is well known for providing government services of various kinds for the public. Here, citizens can obtain information on administrative issues connected with migration, in addition to a wide variety of information in relation to support available from the local government and informal community networks. The OSS in Rača also provides a webpage, linked to the central government's, providing useful information and links to related agencies and service providers in the English language. On the site, migrants can find topics relevant to their needs, organised in groups such as Housing, Migration, Education, etc., making navigation as straightforward as possible. Plans to link the webpage to similar projects assisting migrants across the city are also afoot.

The connection between the physical and virtual OSS is facilitated by a direct telephone link and e-mail address that allows the office of the first contact to be reached. Opening hours are also available along with directions to the office in the event of a more detailed explanation being required.

Main services include:
- Providing details on the Slovak health insurance system;
- Consulting options available and civic obligations relevant to foreigners;
- Giving basic orientation on the rules related to the entry and stay of foreign nationals in Slovakia, according to the current national and international regulations;
- General information on rental practices in Slovakia;
- Providing a list of foreign language speaking property agents, in addition to information useful for clients who prefer to search independently;
- Basic information concerning legal practices in Slovakia;
- Providing a list of foreign language speaking notaries and certified translators;
- Orientation on public health services available in the district and city vs. private services;
- Recommendations for foreign-language-speaking doctors;
- Help in finding a GP or medical specialist;
- Providing information on costs related to services;
- Providing details on the Slovak labour market;
- Job counselling concerning the selection of a future profession;
- Help in understanding labour market terms and the recommendation of professional courses and training;
- Information on starting employment.

OSS services are available on the municipality's official website, and leaflets are available at all major events - or wherever interested foreign-background migrants can be found. OSS is also promoting its services on social networks, namely the Facebook page of the city district of Rača, in local newspapers distributed to households and businesses.

Information about existing services is also disseminated through the networks of related agencies and service providers contacted in the process of service development. However, OSS needs to boost its marketing efforts to ensure information reaches those in need of assistance and those with limited trust in public authorities, which in terms of the current political discourse in Europe may not be surprising.

Our internal reporting tool has recorded just a few website visitors since the site's creation, corresponding to two to three visits per month. Visitors are from Vietnam, Serbia, Ukraine, Tunisia and Ireland. This corresponds well with the data available on our local situation screening at the beginning of the project.

Despite the pilot's (generally) successful implementation, some problems have been identified by reporting officials, in relation to our system of recording requests

by e-mail and/or telephone, some of which were not recorded properly over the testing period. The further promotion of OSS will likely increase the number of users and consequently increase the amount of available information.

Visitors were looking for:
- Information on marriage administration;
- Information on children's rights and policies for children;
- Legal aid and advice;
- Information on migrant employment;
- Services related to owning a home;
- Information related to building or altering a house.

Interviews with the officials provide further insights into the kind of services sought by visitors. Persons search for specific assistance on matters concerning residency in Bratislava-Rača – both for newly arrived foreigners and non-nationals who already have their permanent residence established. One request was focused on the availability of financial contributions with respect to the birth of a child. Other requests relate to business opportunities in Bratislava-Rača, indicating a demand for information related to opening local businesses. Marriage plans in Slovakia were also the subject of one discussion at OSS. Some requests arrive from Slovak citizens living abroad who are considering the return migration and settling in Bratislava-Rača. For the most part, these

relate to the possibility of social assistance for visitors' (senior) relatives.

OSS has contributed to better integration in Bratislava-Rača in several ways: by means of providing direct and timely support to migrants seeking to obtain assistance in family-related issues (e.g., marriage, the birth of a child); increasing migrant employment by providing assistance in relation to requests on the availability of local business opportunities; assisting in future immigration related to information requests from senior relatives and citizens of Bratislava-Rača.

OSS officials have detected a major problem that limits the proper functioning of this service: foreigners, in general, are reserved when it comes to asking for help and dealing with the authorities and their little expectation of high-quality assistance. In addition, they are sometimes confused about what services are on offer, which may be related to language issues – in Bratislava, the language barrier for foreigners can be high. Citizens sometimes visit the office with a companion who assists them in the Slovak language rather than the customer's mother tongue, which in view of the complexity of administrative language is not necessarily the ideal channel of communication. Often, OSS staff evaluate such requests as being too complex to deal with, and file reports accordingly. With these issues in mind, we will redesign the system in the next few months.

Recommendations

Continue to focus and simplify the direct contact between new community members and the government, internalise as much communication and processing as possible between various agencies, officers, and municipal utilities, and automatize data processing wherever possible without unnecessary inputs from the clients. **Provide up to date and easy to understand information on specific everyday life situations,** in which assistance from the government is needed.

Avoid placing too much stress on the quantified performance indicators. It is imperative that OSS remains open and available for customers despite the potential for a relatively low level of interest in the service for the next few years. **Once a critical demand scale is reached, the experience of running and updating the processes will be fully valued** – and contribute to resource management in a clear, quantifiable way.

Transfer the experience to various public institutions that use complex services – those that seek an easy-to-use yet sophisticated service, available, for example, to senior citizens leaving the labour market as pensioners, who may need assistance in negotiating the administrative steps required when communicating with multiple agencies and institutions.

2.6 One-stop-shop for youth migration-related issues in Sfântu Gheorghe[9]

The express need for a One-stop-shop (OSS) approach in local administration regarding youth migration issues was clearly expressed in the initial phases of the project's implementation in Sfântu Gheorghe. Participants in local stakeholder meetings, migration forums, and other YOUMIG events would mention that **institutions and service providers lacked flexibility**, that they were unwilling to communicate properly with certain segments of the population, including the younger generation. In an era of **digital technology** in which social media have transformed the scale, utility and accessibility of communication networks in a very short period, the generation gap seems to be wider than ever, even in less developed Eastern European countries, such as Romania. **One explanation for this phenomenon is that the communication and problem-solving channels used by young people** tend to remain hidden, poorly understood (particular by non-digital natives), and **unexploited by the traditional, more rigid structures of society** (local and regional authorities and institutions) that maintain overly complicated bureaucratic procedures within the framework of an overly centralised system.

The LSQA migrant interviews conducted in Sfântu Gheorghe revealed the **different types of problems experienced by returnees to Romania**. Migrants who had come home for a short visit and returnees who had spent considerable time abroad both mentioned similar problems that we can divide into seven categories: communication problems with the authorities, bureaucratic processes, the attitudes of authorities, problems regarding naturalisation, poor infrastructure, labour market problems and challenges regarding mentality. The most frequently mentioned of these relate to the **problem-solving capacities of diverse Romanian public institutions,** in comparison to those experienced by migrants in foreign countries where citizens' problems are not treated with mistrust and indifference, as is often the case in Romania. **A lack of transparency** on the part of public services is exacerbated by the **slow adoption of digital solutions** that if adopted, could both facilitate and speed up information provision and the problem-solving services of the authorities.

With regard to a **user-friendly administration,** the young interviewees advised that straightforward communication practices based on the phone or email should be adopted in the Romanian administrative system. The interviewees recommended

a more predictable administrative system based on new technologies, skilled and motivated employees and representatives characterised by a positive and trustful attitude towards citizens, organizations and companies, alike.

In response, the **Municipality of Sfântu Gheorghe is determined to improve the quality of services in several ways** and keep pace with digital developments with regard to administration. It has the following plans:

• First, **a complete overhaul of the institution's website** with a completely redesigned structure that by means of different functions facilitates access to information, providing online solutions to some of the main administration-related obligations that migrants have to deal with, such as **paying local taxes, making appointments in different departments, obtaining various permits etc.** The website is currently being tested and will be fully operational by the summer of 2019. It is expected that its revamped features will be appreciated and used by young people from the outset;

• Second, a **complementary intervention concerning the institution's procedures and functions** will be carried out over a longer period in a project co-funded by the European Union's social fund, and the national and local budget. Over the project's 30- month span, **all departments, interior procedures and functions will be exhaustively audited, and new systems and standards will be set up** in the local public administration to simplify and optimise both back-office and front-office procedures orientated towards beneficiaries, citizens and companies alike. A more transparent and **easy to follow operation system,** backed up with digital archives will improve the efficiency and efficacy of the internal bureaucratic system, and, as a result, better serve the municipality.

In contrast to projects in other YOUMIG cities, the **One-stop-shop in Sfântu Gheorghe** has both a **physical** and a **virtual** version, in response to the real needs of the population.

The **physical One-stop-shop** was set up in June 2018 in the **Registry and Public Relations Office of the City Hall.** Here, all kinds of information are available, courtesy of a dedicated public official – and not only in relation to migration. The service was set up in the following way:

• As a first step, all the **local branches of the centralised institutions** and the **local and regional authorities** were appointed and specific information was requested: contact information, a list of services provided for the wider public, opening hours, documents needed for the most common issues they face and for which they have jurisdiction. This information was necessary to create a comprehensive database;

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9. Author of the subchapter: Gergely BUJA (Municipality of Sfântu Gheorghe)

- Only a small number of institutions responded to the first round of the official request and actually provided relevant information, others justified their lack of interest with the argument that all the information was already available on their own website. The first official request had to be insisted on several times along with a further round of phone calls before all the information was received;

- In the second round, the **data of different service providers that dealt with migration issues were gathered.** These services included: translation bureaus, legal representatives, medical service providers, educational institutions, etc.

The upshot (after much effort) is that all the institutions now have a distinct page in a printed out portfolio. The data is also available in the form of a digital table, meaning that a public official can easily respond to a request and find the relevant information in seconds. The new service is appreciated by the public and is used foremost by locals and occasionally by tourists. The exact number of OSS customers with a migration profile remains unknown, as most of them are returnees, migrants visiting their families, or people seeking solutions to specific issues. Regardless, from the perspective of an issue simply needing a solution, the migration background of the customer is of no bearing.

There are citizens who choose to keep their migration status unknown. They have several possible reasons for doing so: to continue claiming social or housing benefits or to avoid certain legal and financial responsibilities (e.g., the authorities have to be informed if parents move abroad and leave minors behind, but there are tens of thousands of cases in Romania, in which this legal step was not taken). **Few Romanian citizens meet the legal requirements in terms of deregistering when they move abroad,** therefore, central and local authorities are left no alternative but to plan and implement policies on the basis of inaccurate statistics with regard to population size – Sfântu Gheorghe being a case in point. In line with other Romanian towns and cities, Sfântu Gheorghe and the entire region has suffered serious population loss since the 1990s, a phenomenon that has only accelerated since the country's accession to the European Union in 2007. By way of contrast, immigration in Sfântu Gheorghe is insignificant, consisting of a couple of hundred people from other countries – primarily Hungary and Moldova – who have settled over the past two decades. Suffice to say, the language barrier has not represented an issue for them and there have been no substantive integration challenges on the part of the municipal government.

In the physical OSS, the **most common youth migration-related issues** concern requests in relation to the following: **expired personal identification documents, the issue of new birth certificates, marriage registration, and property construction permits.** Customers have requested information on how to **start a new business,** how to **obtain health insurance**, or a **new job.** The municipality's **'Return home!' the programme** has generated a lot of interest. Under the scheme, young people are provided with a plot of land and design plans for a house with the proviso that they return to Sfântu Gheorghe. Other visitors have stopped by to collect information about exchange offices, translation bureaus, notary's offices, legal representatives, the latest job opportunities or properties to rent. Approximately 30-40 persons with migration profiles visit the OSS per week. There can be no doubts about the utility of such a service, bearing in mind that many citizens do not know the exact sphere of authority of certain institutions nor who to approach in relation to their particular issues.

TABLE 9: COMMON ADMINISTRATIVE ISSUES FOR A YOUNG IMMIGRANT/RETURN MIGRANT AND THEIR RESPECTIVE LOCAL POLICY COMPETENCIES

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES (please specify the department)	CENTRAL GOVERNMENT COMPETENCIES (please specify the institution)
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate	Municipality – Personal Registration Department in accordance with the Directorate for Personal Records and Databases Management, Unit of the Ministry of Administration and Interior Regulations	
	Obtaining or renewing a driving license		Administrative Unit – County Police
	Registration of change of residence	Municipality – Civil Status Department	Public Notary, Court of Justice
	Registration of change of marital status	Municipality – Civil Status Department in accordance with the Directorate for Personal Records and Databases Management Unit of the Ministry of Administration and Interior Regulations	
	Registration of the birth of a child	Municipality – Civil Status Department in accordance with the Directorate for Personal Records and Databases Management Unit of the Ministry of Administration and Interior Regulations	
	Registration of property or vehicle purchase	Municipality – the Tax office	

Topic	Service		
Work	Receiving a work permit		For work permits, EU citizens need to request a personal identification number from the Immigration Bureau of Covasna County (Department of County Police). Non-EU citizens need a job offer first, then request a personal identification number from the Immigration Bureau, Covasna County.
	Founding a business		Administrative Unit – Ministry of Justice National Trade Register Office
	Receiving support in finding a job		County Employment Centre
Taxes	Obtaining a tax identification number	We do not have a personal identification number	
	Paying income taxes, receiving a tax refund		Administrative Unit of the National Agency for Fiscal Administration
	Paying local taxes (please specify what taxes)	Municipality – the Tax Office: vehicle tax, area tax, building tax, special taxes, penalties, parking tax	
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)		Administrative Unit of the Health Insurance Agency
	Receiving financial social assistance (of any kind)	Municipality – the Directorate of Social Assistance	
Education	Enrolment to preschools	The Municipality is responsible for infrastructure and the Ministry of Education is responsible for all other management	Administrative Unit – the Ministry of Education
	Enrolment to primary schools	The Municipality is responsible for infrastructure and the Ministry of Education is responsible for all other management	Administrative Unit – the Ministry of Education
	Enrolment to secondary schools	The Municipality is responsible for infrastructure and the Ministry of Education is responsible for all other management	Administrative Unit – the Ministry of Education
	Enrolment to vocational training	The Municipality is responsible for infrastructure and the Ministry of Education is responsible for all other management	Administrative Unit – the Ministry of Education
	Enrolment to university		Administrative Unit – the Ministry of Education
	Nostrification (recognition of an education certificate issued in another country)		Immigration Bureau, Covasna County
	Language learning (subsidised)	Municipal – two foreign languages are obligatory – included when attending primary and secondary school	

Given the nature of Sfântu Gheorghe's pilot within the YOUMIG project, namely the creation of the **SEPSINET website** for young migrants from Sfântu Gheorghe, it was an obvious next step to load the information gathered in the physical OSS in a well-structured manner in a so-called **virtual OSS.**

SEPSINET's website structure and main graphic elements were completed by October 2018, but it started to be filled with content only by the end of the year. The **target group** was defined as **young persons, originating from Sfântu Gheorghe, both returnees and those who live, work, or study abroad.** The website was to function as a bridge, a **communication channel** between communities, strengthening relationships with those far away from their hometown and helping to reintegrate the ones who return or plan to return home. It follows that local news and events were (and are) shared in two languages – Romanian and Hungarian, along with information concerning new investments, plans for the city, information on youth programmes and details on locally supported youth policies.

The virtual OSS, as part of the SEPSINET platform, was designed **as a practical tool for those looking for basic information in several areas of public interest**. There are **seven main topics** defined and information is categorised in big domains such as **Live, Study, Work, Be Healthy, Have fun, Be mobile, Be an entrepreneur in Sfântu Gheorghe.** Two major Municipality programmes have supplemented these: 'Return Home!' and the second one dedicated to large families, providing multiple benefits for families with three or more children, such as free parking, discounts on sports, recreational facilities and cultural events.

Since its launch, the **website's audience has grown continuously.** Visitors from around the globe can click on articles, videos, interviews, and features of the virtual OSS. In less than three months of activity, the site has accrued **more than 20,700 visits.** Although lacking a structured media campaign to promote the site, the content shared on its **social media profile, such as Instagram and Facebook, has helped to directly promote the recently launched website to young users.** Videos are the most popular, with over 1,000 clicks on the more interesting ones and almost 2,800 hits on the most viewed one, but articles and written interviews have also received a lot of attention. Most visits come from Romania, of course, followed by countries such as Hungary, Germany, the United Kingdom, the United States, Austria, and the Scandinavian countries, but also (for us) less expected places such as Brazil, New Zealand, Australia, the Philippines and China. To date, the **topic section** of the virtual OSS has been visited 470 times, and according to data analytics,

the number of users continues to grow. Feedback has been mostly positive and constructive, providing us with further ideas for the site's improvement. Perhaps our biggest achievement so far, as operators of the portal, is that **two young people,** one from the UK, and the other from Hungary, **contacted the Municipality through SEPSINET, requesting, among other things, information on job opportunities to inform their decision to return home.**

In conclusion, after operating both the physical and virtual OSS for several months, we are convinced that **there is a demand for this kind of service.** Although it takes time and effort to develop the framework of such a service, gather all the information and check periodically the data's validity, in the end, it is all worthwhile, particularly in the light of positive feedback from both satisfied customers and public officials. Originally, a service providing help and advice on immigration-related issues, it has turned out to be useful for a much larger segment of the population, tourists included. **The Municipality intends to maintain the OSS and SEPSINET, improving these tools** beyond the lifespan of the YOUMIG project. On completion of the institution's new website and with a set of new, improved, re-standardised and transparent internal procedures available, these high-quality services, appreciated by young and old, will no doubt have a very positive impact on those both inside and outside of the municipality. Indeed, it may even provide the extra 'push' needed for some young migrants to return home.

Recommendations

The **sustainability of physical OSS goes beyond the issue of finance.** The service has to be a basic provision in the **Registry and Public Relations Office of the City Hall,** and civil servants have to keep the printed-out portfolio and database regularly updated, in addition to the latest information regarding services offered by institutions, NGOs and actors in such areas as business, economics and social services.

Given that the **virtual OSS is hosted on a website,** and appreciated foremost for its constantly refreshed content of news, events, and young migrants' work/life stories, it is essential to maintain visitors' interest with attractive, dynamic content, otherwise fewer people will make use of the uploaded information bank. If no funding and human resources can be found beyond the project's end, **SEPSINET's existence can be ensured through the wide collaboration of local stakeholders,** not only those of youth organizations, but specifically those with the expertise to produce engaging content, manage the profiles created in social media and promote the website by means of a range of communication tools.

In the event of waning public interest in SEPSINET, **the virtual OSS should be transferred to the Municipality's dedicated website,** in a format and structure in harmony with the existing functions of the site.

Both the physical and virtual OSS models have to be shared and recommended to other local authorities as examples of good practice; SEPSINET as well, considering that not many other Romanian cities have developed a clear strategy, or adopted policies to manage the challenges of youth migration. In view of the impact of population loss and the side effects of this phenomenon in general, this is a surprising fact. Therefore, it is important that these tools be promoted among representatives of other cities, first through the Association of the Romanian Municipalities, as well as at fairs and regional gatherings of local authorities.

2.7 One-stop-shop for youth migration related issues in Szeged[10]

This sub-chapter introduces the **One-stop-shop unit within the local government organisation of the City of Szeged.** It briefly describes this type of hub and provides **information on all the local services linked to youth migration.**

In addition, the reader learns about the process of creating and operating an One-stop-shop (OSS) for youth migration-related issues within the municipality and shares the experience and recommendations of local partners in this regard.

The starting point of the One-stop-shop's development within the governance structure of Szeged was the Local Status Quo Analysis, which identified the following opportunities and challenges related to migration:

- Foreigners should be made to feel even more welcome – this would involve the employment of helpful **English-speaking personnel in public administration,** and high-quality services tailored to the needs of foreigners;
- **Migrants'** and potential migrants' **knowledge** concerning their administrative rights and responsibilities **is often based on oral information received from peers;**
- A general complaint is that **bureaucracy can be overwhelming.** Moreover, rules are not always clearly communicated and outcomes (positive or otherwise) sometimes depend on the administrators' attitudes;
- In many cases, the administrators are simply not competent enough, at times requiring the input of colleagues concerning certain issues.

In response to these challenges and administrative gaps, a YOUMIG OSS unit was established within the organisational structure of the Municipality of Szeged. The main aim of this OSS unit is to **make all kinds of administrative information available 'under one roof',** thereby providing maximum customer satisfaction. Individual objectives of the OSS are:

1. Improving the provision of migrant-related information;
2. Making administrative processes for migrants more user-friendly;
3. Ensuring administration-related information is available in English.

The main objectives of the OSS were achieved by incorporating the following **strategic elements:**
- The establishment of an One-stop-shop **beneficial for inward and outward migrants,** but especially for immigrants that do not speak Hungarian;

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10. Author of the subchapter: Szabolcs FABULA (Municipality of Szeged)

- The provision of **information that is professional** rather informal;
- The process is supported by a **brochure in English;**
- Information is available **online;**
- The OSS can gather relevant information in one place if necessary **directing the client to the relevant location (or website)** in the case of an administrative procedure being beyond the scope of the municipality.

This latter point is particularly relevant because **many important spheres of local governance represent local branches of the central government.** This is why the OSS unit within the Municipality of Szeged serves primarily as an information point, and its competencies are quite different from those of central government agencies and administrative offices. **Table 10 summarises the competencies of local and central public authorities in relation to the most relevant administrative issues for young migrants.**

TABLE 10: LIST OF COMMON ADMINISTRATIVE ISSUES FOR A YOUNG IMMIGRANT/RETURNING MIGRANT

MAIN CATEGORIES	CONCRETE ADMINISTRATIVE ISSUES	MUNICIPALITY COMPETENCIES (please specify the department)	CENTRAL GOVERNMENT COMPETENCIES (please specify the institution)
Official personal documents	Obtaining or renewing an ID card, residence permit, registration certificate		Office of Government-issued Documents (Okmányiroda)
	Obtaining or renewing a driving license		Office of Government-issued Documents
	Registration of change of residence		Office of Government-issued Documents
	Registration of change of marital status		Office of Government-issued Documents
	Registration of the birth of a child	Municipality Registry Office (Anyakönyvi Osztály)	
	Registration of property or vehicle purchase	Municipality Registry Office (Anyakönyvi Osztály)	Land Registry (Földhivatal)
Work	Receiving a work permit		Government Office, Department of Employment (Kormányhivatal Foglalkoztatási Főosztály
	Founding a business		Regional Court of Justice (Bíróság)
	Receiving support in finding a job		Government Office, Department of Employment (Foglalkoztatási Főosztály)

Taxes	Obtaining a tax identification number		National Tax and Customs Administration (NAV)
	Paying income taxes, receiving a tax refund		National Tax and Customs Administration (NAV)
	Paying local taxes (please specify what taxes)	Municipality Tax Department (Adóiroda)	
Healthcare and social transfers	Obtaining health insurance (or access to public healthcare services)		Government Office (Kormányhivatal)
	Receiving financial social assistance (of any kind)	Municipality Social Department (Szociálisosztály)	Government Office
Education	Enrolment to preschools	Municipality of Szeged	
	Enrolment to primary schools		School District (Tankerület)
	Enrolment to secondary schools		School District (Tankerület)
	Enrolment to vocational training		Centre for vocational training (Szakképzési Centrum)
	Enrolment to university		Education Authority
	Nostrification (recognition of an education certificate issued in another country)		Education Authority, Hungarian Equivalence and Information Centre, Budapest Oktatási Hivatal, Magyar Ekvivalencia és Információs Központ
	Language learning (subsidised)		Government Office, Department of Employment
Other	Building/Construction permit	Municipality, Building Department (ÉpítésiOsztály)	
	Housing (municipal social housing)	IKV Zrt.	
	Registration of a death	Municipality Registry Office (Anyakönyvi Osztály)	

Source: Municipality of Szeged

The implementation of the OSS included a wide range of activities. **Training** (see Subchapter 3.2) was organised to prepare customer service for new challenges. The **website** of the YOUMIG project was adapted for the OSS, with information available in English as well as Hungarian. To raise the OSS's profile, **connections** were established **with other organisations** facilitating the collection of information ordinarily beyond the scope of the municipality. Thus, connections were made with the **DRIM project** (the Interreg Danube Transnational Programme: 'Danube Region Information Platform for the Economic Integration of Migrants'), the **EURES network and Szeged Pólus Development Non-Profit** Ltd. The most important migration-related information available in the municipality was **translated into English** (also available on the YOUMIG website). A brochure, widely available in the city, was created to promote the OSS to all interested parties and an **email address** was set up. In addition, the YOUMIG project (including the OSS) **was advertised at the SZIN festival** (Youth Festival of Szeged), raising its profile among young people. The Danube Compass application (developed in the DRIM project) was connected to the OSS, and members of DRIM were invited to a third YOUMIG Forum to introduce the Danube Compass to the audience.

As a result of these activities, the **OSS (Information Point) was established.** Based on a **mixed model** approach, it consists of **personal space (customer service) and a virtual place (email and website[11])**. Serving as an **information point,** issues within the scope of the municipality can be arranged there, and information provided in relation to issues that lie beyond its domain (i.e., enabling migrants to go to the relevant office and resolve their issues based on this information).

The OSS has had a considerable impact on migration-related service provision in the Municipality of Szeged. **Relevant information is now available at a physical location, in the form of a brochure and online.** With a single place for administrative affairs, migrants can easily inquire about specific issues and find information pointing them in the right direction. Both the brochure and the online platform include information in the English language, and the personnel at the OSS's physical location speak English. Moreover, municipal front-office workers and preschool teachers are now much better prepared as an outcome of the training they received. Staff working in the customer service section are aware that, if necessary, help is on hand from the local YOUMIG team (these same employees also acknowledged that directing migrants to the YOUMIG website – wherever necessary – helped to free up more time for engaging with customers). The OSS pilot action also drew the attention of YOUMIG partners to the DRIM project and **Danube Compass,** both of which provide a lot of help for municipal personnel and people looking for assistance.

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11. https://www.szegedvaros.hu/youmig/

Recommendations

The creation of an **English-language web page** for migrants is complete. This page should be constantly updated to provide the latest information related to administrative issues that can be solved in the municipality.

The range of information for people who cannot speak Hungarian should be broadened beyond the scope of YOUMIG. For example, Szeged's local information portal (szegedvaros. hu) is currently only available in English and in Hungarian. **Translating it into other languages** (e.g. German, Romanian, Serbian) would certainly be a progressive step. In this respect, a good practice to adopt would be that of Subotica's website (www.subotica. rs), which is available in five languages (Serbian Cyrillic, Serbian Latin, English, Croatian and Hungarian).

The preparation of informative printed and online materials for (potential) migrants, and reliable and up-to-date information is needed. Ever-changing customer needs and satisfaction levels should be monitored and **suggested topics and issues added to the range of OSS services.** For example, the Municipality of Szeged should continue organising local forums and research initiatives – like those in the YOUMIG project – to gather primary data.

Due to the lack of language skills on the part of preschool teachers and municipal administrative workers, **volunteers were employed,** and this proved to be a success. In future, it would be worthwhile drawing on the help of volunteers and broadening their range of tasks. Moreover, offering assistance to migrants should be more widely promoted in the municipality (e.g., through forums and online advertising).

Collaboration between the municipality, other public institutions and private service providers should be encouraged as a means of increasing the effectiveness of services (e.g., building better relationships with the University of Szeged, language schools, private health providers, etc.). In this respect, a good starting point would involve the acquisition of data from these actors in order to complete the database of the Danube Compass application.

03

» YOUMIG
STEP BY STEP
APPROACH
IN SETTING UP OSS
FOR YOUNG
MIGRANTS
IN LOCAL
MUNICIPALITIES

The YOUMIG OSS services involve both governmental and non-governmental actors and brought together relevant institutions that young migrants needed to contact in the sending or receiving community (place-based approach).

The target group was very heterogeneous having: differing age groups between the ages 15-34; immigration, emigration or return migration backgrounds; different reasons for migration (education, work, family reunification, personal reasons, involuntary migration, etc.), distinct legal statuses (EU- or non-EU citizens, double citizenship holders) and various expectations and demands in relation to stakeholders and the service users.

The YOUMIG One-stop-shop approach is based on two pillars:
- First, the improvement in the quality of available information (the collection, monitoring and evaluation of quantitative and qualitative data on youth migration in the Danube region, and in particular in the selected local community);
- Second, the provision of new or improved services for young migrants (in addition to recording the identified problems and accomplishments of the provided services) (Note: the monitoring and evaluation of the OSS implementation within each local partner was based on joint methodology).

The YOUMIG OSS model was designed to provide services for both migrants (immigrants, emigrants and returning migrants) and stakeholders dealing with migration. The latter, as an integral part of the local environment, are the most important group in the integration process. Some examples of relevant issues for local stakeholders in relation to migrants are:
- A local company that would employ foreign workers, but is put off by the bureaucracy involved in hiring non-citizens;
- A local medical facility, not familiar with international health insurance;
- A local school or nursery, not having the linguistic or cultural disposition to accept foreign speaking children;
- Local incubators supporting self-employment, not realizing the needs or potential of migrants.

The basic principle of the YOUMIG OSS network is that a person who needs support should contact one point only, where they receive the help (or relevant contact information) from the person responsible for resolving the issue. Therefore, it was conceived as an upgraded information point, covering several stakeholders. The advantage of this is that a person is not left alone to find the information needed to resolve a migration-related issue. Instead, by contacting the network, they are already seeking a solution.

Further, the YOUMIG OSS network facilitates the collection of documented information on typical administrative issues pertinent to young migrants (e.g., de-registration in the event of emigration).

In the following subchapters, we will guide you step by step in the preparatory works for the One-stop-shop set up in your local community.

3.1 Know your local environment and conduct local analysis

When you are planning the One-stop-shop for specific target group as in case of YOUMIG project, where young migrants, aged 15 – 34, regardless if they are immigrants, emigrants or returning migrants, it is advisable that you firstly perform the analysis of the local environment.

The aim of the local analysis[12] is to synthesize the findings concerning youth migration.

It will enable you to elaborate evidence-based strategies to deal with the impact of youth migration, reveal different opinions of the stakeholders and your future partners in OSS as well as define most challenging issues the young migrants are facing in your municipality.

3.1.1 Local analysis preparation: step by step

- **Analyse the legal framework:** who is who on a national, regional and local level (take into account that sometimes the institutions have the legal power only on one of the governance layers);
- **Analyse available data,** related to young migrants;
- **Prepare a list of all relevant institutions** and other service providers (NGOs, private companies etc.) that might be relevant for setting up your OSS, your stakeholders;
- **Conduct the interviews with stakeholders** and put a specific question to the front, all related to young migrants;

A non-exhaustive list of potential questions that have to be adapted to the interviewees:

1. What is the relation between migration patterns and local development in your municipality (emigration/immigration; internal/international; evolvement of migration;)?
2. Is there a special evolvement of young people (15-34) observable when it comes to in-/outmigration?

3. What kinds of people are the immigrant and out-migrants in your municipality? What do you think about the (in and out)-migration of scientists/young professionals/skilled workers/unskilled workers/Roma?
4. Can you tell us about motivations/reasons to leave the municipality/to (e.g. is it common to study abroad, to leave for work)?
5. Are certain destination countries/regions or sending countries/regions characteristic?
6. How do you see the role of the Danube countries (especially Germany, Austria, Slovenia, Slovakia, Hungary, Serbia, Bulgaria, Romania)?
7. Is return migration (back to the municipality/ away from the municipality) observable (if so, at a certain occasion/ at a certain age)
8. How would you characterize the main migration move into/out of your municipality (permanent/temporary; international/internal; motivation (work/students); skill-level; education; age;)
9. How would you characterize the main migration move in the context of the Danube region from your/into your municipality?
10. How would you characterize your country compared to other Danube region countries? Is it well developed? Less developed?
11. Do you think that the developmental differences between your country and more economically developed countries have widened or have narrowed since the Eastern enlargement of the EU?
12. Do you think that developmental differences will widen or will narrow in the next 5 years?
13. What are the factors hindering development in your country? What are the factors that would help development in your country?
14. How would you characterize the municipality compared to other similar municipalities, cities from your country? It is well developed? Less developed? What are the main differences between your municipality and other similar municipalities/towns in the region?
15. What do you think about the developmental prospects of your locality?
16. What are the factors helping local development? What are the factors hindering local development?
17. How do you think local development plays a role in migration?
18. How does migration affect the development of your municipality?
19. How do you think migration patterns will develop in the future?
20. Do you think that your locality will receive immigrants in the near future? Where do you think the young migrant population will come from?

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12. The text is compiled upon different guidelines used in preparation of Local Status Quo Analysis in YOUMIG project, prepared by Romanian Institute for Research on National Minorities and University of Vienna (Internal YOUMIG documents)

21. Please give us a short overview on how migration does play a role for your institution/company and how you have an overview on migration patterns important to you (emigration/immigration; internal/international; evolvement of migration;); in which way is migration a topic for your institution?

22. Is there a special role/ some difference in the role of young migrants (15-34)?

23. Are certain destination countries/regions or sending countries/regions characteristic with the migrants you are concerned with?

24. How do you see the role of the Danube countries (especially Germany, Austria, Slovenia, Slovakia, Hungary, Serbia, Bulgaria, Romania)?

25. What do you see as the main challenges concerned with Youth migration (15-34 years)? (If it is relevant two separate questions for immigration and emigration)

26. Can you name any negative consequences you bring together with Youth migration?

27. Can you name any positive consequences?

28. Different challenges of Youth migration in the context of the Danube countries?

29. Challenges with migration population? With young migrants? With second-generation migrants?

30. Is a foreign labour force needed? In what sectors is needed foreign labour force? How does this evolve?

31. What are the challenges posed by emigration? Are several segments of the labour market more affected?

32. What about the access to social care facilities of different migrant segments?

33. Is in your municipality the welfare dependency of different migrant segments characteristic? Are there some other segments of the population who depend on welfare benefits?

34. What are these segments? Why is this dependency?

35. How could be the labour market integration of different migrant segments

36. Is there a way how the municipality tries to react on youth migration with certain policies, strategies or programs?

37. Who else has the capacities to do so (nation-state, region, etc.)?

38. What could be possible measures and strategies?

39. Does your municipality provide specific services for mitigation of migration?

40. Are there any specific services that you would mention as a good practice?

41. From your institutional perspective, what kind of challenges connected to migration should be faced?

42. What kind of programs, projects are run by your institution connected (even if partially) to youth migration?

43. What kind of projects, programs would be necessary?

44. In your municipality and in your country who collects data concerning migration?

45. Does your municipality collect its own data as well? If yes, what kind of data?

46. Does the available data reflect properly the actual situation in your municipality?

47. What kind of data would you need in your daily work?

48. Does your institution collect data that have information about migration?

49. What kind of data would you need in your daily work?

50. Do you cooperate on a regular basis/occasionally with statistical offices and other institutions relevant for data delivery and exchange?

51. Do you need more knowledge of the data availability and usage?

52. In a further phase, we will carry out interviews with young migrants. Which types would you recommend? Ex. returning, communing people etc.

53. Who are the institutional actors who could help us with contacts? (ex. migrant organizations etc.)

Please note that you should never ask all the questions but limit yourself to max 15 to 20 questions, depending on the responses and time availability of your interviewee.

- **Organise a focus group with young migrants** (from 6 to 10 people, young migrants/emigrants/returning migrants, depending on the characteristics of your municipality; sex balanced; take into account that not all are fluent into your mother tongue and you should have the interpreter in such cases; the duration app. 90 minutes etc.); The focus group method is a par excellence qualitative research method, suitable primarily for mapping people's attitudes, opinions, experiences, or the discourses that are in use regarding a certain topic or phenomenon. One of the most important advantages of the method is its interactive nature, the fact that participants actively participate in the interactive and collective process of the construction of meanings. Conversely, the method is not (or at least, definitely less) suitable for obtaining factual, precise information or "hard data". The topic of the talk should focus primarily on the participants' **experiences with migration,** paying special attention to **the administrative aspects of the migration process** (i.e. their contacts with the local (and another level) administration, the problems they encountered, their opinion about the policies employed by the relevant authorities etc.). Your goal is to obtain **the information that could be useful for local decision-makers**, policy-makers, stakeholders;

  The topics should be focused on:
  1. Introductory part with the provision of migratory profile by each participant,
  2. Administrative aspects of migration experience;
  3. Recommendations, suggestions.

- **Prepare a short but concise report on the outcomes.** The report focuses explicitly on challenges arising from immigration, emigration and returns migration of the youth and its results should feed into strategic planning. Besides describing the processes and effects of youth migration, a screening of local services (education, healthcare, career centre etc.) respond to youth migration and of administrative capacities shall be included;
- **Organise a joint meeting of potential end-users/young migrants and stakeholders** to validate your findings and plan next step; this will be the crucial moment for your ongoing activities in setting up the OSS; there are several aspects you may want to discuss with them:
  1. Problems and challenges faced; needs revealed; services already in place; list them (specific services/institutions and match them with end-users);
  2. Cooperation modus: how to cooperate, what to do in the network, how to do it (formalise cooperation or not);
  3. What could be done by each institution and what jointly;
  4. Who will coordinate further steps (even if you plan to do, you have to receive the approval/confirmation of the involved participants at least) and how the participants will be informed (will you set-up communication platform, e.g. use Dropbox or
  5. Next meeting/forum/conference etc.

3.2 Select appropriate services

The local analysis performed in YOUMIG project shown that even if the municipality has one department or unit for youth, there is a clear absence of transboundary approach to handling the youth migration-related issues in a holistic way. More, the whole range of institutions is involved in providing migration services (including those for youth groups), acting on a national/regional or local level (governance issue: e.g. employment office, tax office, registration office, social support services) for which the strengthening of cooperation is crucial. The One-stop-shop approach shall, therefore, facilitate the accessibility to public administration offices and stimulates the quality of those services. Although it should foremost benefit the youth migrants, it will do so also for other service-users as well as service providers. It will empower the youth migrants to gain the information concerning their rights, duties as well as placed procedures. Further, youth migration goes beyond the municipal roles and responsibilities, therefore, the cooperation with different actors, not only those in the public domain, is crucial. The non-governmental organization on national, regional as well as on local level can immensely contribute to the quality of the whole range of services needed to cope with youth migration.

The One-stop-shop can also provide informal insights into the migratory profiles that affects the local community, its legal and financial support services, employment and entrepreneurship support services, housing support, labour market, its demographic trends, remittances, social transfers, needs for public facilities – e.g. educational and day care services, customer support…

In table 11, you will find the whole range of services that you may take into account by setting up OSS in the municipality.

TABLE 11: PROVISION OF POTENTIAL SERVICES WITHIN OSS

LEGAL AND FINANCIAL SUPPORT SERVICES
Provision of info for migrants/life-person support (including web-portals in various languages; e-mail contacts, phone contacts etc.; info points, desk offices for migrants)
Availability and accessibility of legal translators and interpreters
Residency permit
Social transfers
Taxation policy
Inclusion in state-pension fund
Obligatory health care inclusion
Access to banking services
Living allowances
Remittances (transfers)
EMPLOYMENT AND ENTREPRENEURSHIP SUPPORT
Recognition of educational attainment
Admissions criteria to educational institutions
Language and culture courses in receiving community
Employment services
Ease to conduct business (set up of company, mentoring, coaching etc. provided by public/semi-public providers) = employment and entrepreneurship support
Public business premises (start-up communities, Coworking places, incubators, technology parks etc.)
HOUSING SUPPORT
Housing availability (housing support)
Housing incentives/support

SUPPORT FOR IMMIGRANT ASSOCIATIONS
Cultural engagement and inclusion
Support for events, artistic endeavors

FAMILY REUNIFICATION SUPPORT
Residence permit for family members
Family member inclusion in health-care
Inclusion of family members in educational system
Family members access to labour market

By rethinking the role of the municipality in the provision of services for youth migrants, the local partners selected those OSS services that are urgently needed on a local level and can be also provided in the frame of the YOUMIG project.

3.3 Set-up the OSS management

The YOUMIG partners discussed in their teams not only which services are needed but also how they should be orchestrated/managed. To make it very plain and understandable, the random types of OSS were proposed: either the facilitation of the network or provision of a single organization. Although is the OSS for young migrants foremost about people, communication and serving their needs, there can be formal or informal connections as well as the small tools that enables young migrants to get oriented in the new milieu or set-up or even add additional services to the front-offices/information desks in the municipalities or more simply said, they can be either virtual or physical in nature and the costs related to the provision of those services can therefore vary not only in the testing phase but also in assuring the sustainability (e.g. updating the leaflets, booklets, websites, guarantee additional employment etc.). Further, the municipalities and their OSS do serve the young migrants but they might be sending, receiving or transient/mixed type. According to this, their services will be substantially different.

The core team should have the answers to the following questions:

- Which stakeholders do we need to involve?
- What do we need to know about the present situation and future events?
- Which partners do we need to ensure the success of OSS?
- Who influences the setting up of OSS and how we could influence them?
- From which best practices can we learn and which parts can be transferred to our OSS?

- Which factors do influence our OSS?
- Whom do we need to talk to gain additional understanding of the whole migration policy?
- Which changes we already introduced and what is to be expected now (similarity)?
- Which potential difficulties we may encounter?

This is not a linear process! Joint learning processes require space for development and adaptation.

3.4 Involve stakeholders

In YOUMIG project, the stakeholders' involvement is defined as inclusion of those institutions/organisations that can influence the migration policy on local (municipal) level and thus contributing to the design and implementation of One-stop-shop, local services that will ease the in-and out-migrations[13].

The stakeholder dialogue is justified due to the following reasons:
- An One-stop-shop model and services listed within can only be carried out with the support of various groups of actors and decision-makers;
- Sustainable implementation calls for acceptance by specific stakeholder groups;
- Different viewpoints of the relevant actors have to be aligned and joint solutions found as well implemented.

By mapping the stakeholders, the list of public administration services that migrants need to contact or those that support youth migration on the state/regional/local level shall be prepared; the analysis should include the difficulties experienced by youth migrants in relation to these services.

- The key identified stakeholders should be invited to join the core group and provide inputs to the strategic framework.
  The questions that will help to get the clear pictures are:
  a. Who shares the common goal for OSS?
  b. Which important actors can support our cause?
  c. What makes the OSS attractive to different service providers?
  d. Who is willing to introduce the changes (= OSS)
  e. Whom we need to talk to?
  f. Whom we should listen to?
  g. Who can help to clarify the objectives and possible ways to set up the OSS?

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13. In the case of Maribor, the relevant regional and national stakeholders are involved to pursue the necessary changes in migration policy as well as its implementation on local level. Such transboundary stakeholder dialogues in Maribor Municipality calls for cooperation between the national government and its institutions, private and civil society actors.

Agreement among the stakeholders as the basis for setting up the One-stop-shop (the cost and expenses to be defined) should be reached in the process that will be conducted within the pilot activities. The joint agreement should be reached among the stakeholders and in close cooperation with the end-users, which services to be provided within OSS and the modus-operandi of its provision. The form of consultation body between the service providers and end-users shall be agreed prior to the operating phase of the OSS.

In order to fulfil the above-listed requirements, the consultation process between the stakeholders seems the appropriate way to reach the agreement and set-up the OSS on a sound basis. Therefore, consultative stakeholder dialogue, where actors contribute with their expertise, viewpoints and experience, where partners are responsible for the further use of recommendations and lessons learned were used during the YOUMIG implementation in municipalities.

The stakeholders' consultations took part within the so-called Migration forums, in which the joint planning was exercised, results exposed and validated. It is crucial that the series of ongoing consultation

between various interest groups, with different duration but at least once per half-year are taking place.

The local partners shall include the desired feedback and suggestions by participants in the implementation process. The identified needs, challenges and solutions found will be well documented in a written form following the joint template to ensure the comparability of all established OSS.

The purpose of ongoing consultation within YOUMIG was the improvement of policy development based on improved qualitative and quantitative data, enforcement of regulatory measures, and design of strategies as well as to obtain regular feedback by providing service support (One-stop-shop) for migrants.
The outcome of the series of stakeholder consultations was the "One-stop-shop" document, defining the vision, mission, objectives, services to be provided, indicators for measurement effectiveness and efficiency as well as the management structure and roles of the particular institution in the provision of services (what and by whom). Migration forum is a form of bringing together all your relevant stakeholders and interested/invited young migrants/emigrants/immigrants.

There are few instructions when preparing a migration forum:
• Define the topic and the outcomes, you would like to achieve;
• Prepare the presentations but let the audience speak;

• Moderate the conversation and at the end validate the agreements reached;
• Give all participant the possibility to write their response and suggest improvements for the next forum/to the topics discussed;
• Prepare short minutes with agreements and disseminate it to all participants as well as those, who could not make it to participate;
• Disseminate the information on your website, social networks etc.

The stakeholder platform/Migration forum shall meet on a regular basis and provide feedback that enables and empowers the core team members to upgrade their activities.

This can be achieved through reflecting identified problems and found solutions during the pilot implementation, based on both pillars (service provision and improvement of information): validation of the undertaken processes in line with the provided guidelines; incorporation of stakeholder and end-users feed-back.

The achievements, as well as pitfalls, should be transparently communicated within the core team. The external communication should be aligned appropriately not to jeopardise the OSS implementation. However, in this phase, it is crucial that the external communication reach the wider public including or foremost the end-users of the OSS services.

For this phase, a one-year period was foreseen within the YOUMIG project. Within this one-year period the project partners reported on a quarterly basis on the OSS implementation.

As each of the stakeholders is already monitoring or able to monitor the selected indicators that are relevant for monitoring migration on a local level, an agreement could be reached to circulate the updated data in order to follow their improvement. In case of indicators not covered by any of the involved stakeholders within One-stop-shop, the YOUMIG staff will have to seek alternative ways for appropriate access and monitoring of them.

"Regular consultations between stakeholders have become a key element of good governance that enhance the quality of political decisions and lead to the better development of regulations, better enforcement of statutory orders and plans in the public sector; they also make for the broadest possible consensus. Representatives of interest groups can voice their reservations, contribute knowledge and experience and point out aspects that may be lacking. Regular consultations are often intended to achieve results such as the development of a national strategy on a specific theme, the implementation of regulatory measures, or regional development plans (Kuenkel et. al., 2011)."

3.5 Monitor and evaluate your achievements

3.5.1 Monitoring

The monitoring of OSS is an exercise that gives insight not only to the OSS team but also to the peers they have to report and justify their activities. Therefore, it is also important, that the OSS teams prepare the simplified logframe matrix, which on one page showcases not only the objectives, results and activities but also respective indicators and their verification lines but also the needed resources as well as risk and assumptions. Monitoring is providing evidence that you are progressing in OSS implementation. It is good that your peers know, which organisations are connected in the OSS and who are the core team members of the OSS.

They are always keen to see the date of establishment of OSS. The main target group of your OSS should also be mentioned: immigrants/emigrants/return migrants. The type of OSS location: physical/virtual or other (to be defined) should also be specified.

In the monitoring report, it is crucial that you write only those activities that were not yet reported in the previous monitoring reports. If there is some evidence (photos or other dissemination materials or track records, should be attached in annexes).

In the table below is the example, how you could justify your OSS existence.

TABLE 12: AN EXAMPLE OF HOW TO JUSTIFY THE OSS EXISTENCE

PROVIDE EVIDENCE OF A FUNCTIONING OSS	
FOR PHYSICAL LOCATIONS	
Address of the OSS	Provide the address at which the OSS is located
Contact details	Provide the contact person(s), contact e-mail and contact telephone number
Operating time	Please provide when can users visit the OSS
Photo of the OSS location	Insert photo here
FOR VIRTUAL LOCATIONS	
OSS website	URL of the OSS
Contact details	Provide the contact person, contact e-mail and contact telephone number (if available)
Screenshot of the OSS	Insert screenshot here
FOR OTHER	
Describe your OSS	How does the activity you do represent an OSS, what kind of information it provides and how does that information reach the target public?
Contact details	Provide the contact details of a person, who is responsible for OSS coordination, or dissemination of materials provided

If you will perform a yearly review meeting, you can use the steps below:
1. Briefly describe how your OSS functions;
2. How is the service communicated to the general and targeted public?
3. How many people have used the OSS service since its establishment / in previous months?
4. What were the main themes handled within the OSS service provision?
5. How would you describe the impact of the OSS service provision?

3.5.2 Evaluation

At some point the external evaluation should take place, highlighting the following points (of the independent observer/evaluator):
1. Summary of the findings;
2. The strategic framework of the OSS (mission, objectives, strategies);
3. Self-evaluation:
   a. Problems and needs (relevance): statement, how relevant was info/service provision in OSS to the specific needs of the youth I/E/R in your local community and how? Is the OSS adequate response to the needs of youth I/E/R migrants and why? In your opinion, was the selected structure of the OSS coherent or would you with the knowledge and experiences gained changed them (to what extent);
   b. Achievement of Purpose (Effectiveness): how well were the overall objectives and purpose of the OSS achieved? The usefulness of the local events and migration forums or other types of stakeholder involvement? Rate of stakeholders involvement? How well was the OSS accepted by the decision makers (e.g. mayor) within the municipality? What were the challenging factors in the implementation of the OSS?
   c. Sound management and value for money (Efficiency): Please describe, how efficient was the OSS regarding costs, staff engagement and time consumption: were the results/objectives achieved within the budgetary and time constraints? Could be the same results achieved with less or different inputs (if yes, which and how)?3.4 Achievement of wider effects (Impact): would there be any differences if the OSS would not be implemented in your municipality?
   d. Is the continuation of achieved results likely (Sustainability)? How will you achieve it?
4. Strengths of the OSS/Organization: what were the strengths of of the local pilot implementation (e.g., in terms of staff commitment, stakeholders` participation, support of the mayor`s office etc.);

5. Being proud of: what are you especially proud of in the implementation of the OSS?
6. Lessons learned and added value for the Danube Region: which lessons were learned during the OSS implementation; What could be passed to other parts of the Danube region?
7. Your recommendations in setting up OSS: recommendations for other municipalities that would like to set up OSS?

3.6 The end-user centred approach

The end-user centred approach was tested in the preparation of the One-stop-shop in Maribor (www.lifehackmaribor.si). The approach differs from one, used in the OSS Methodology, which analysis the institutional environment, needs and expectations of the end-user in the structured and even more formal way. The end-user cen-

tred approach displays and matches the needs with the existing services. It demands more passion and is based on feelings and imagination and different type of experts/ civil servants to deal with it. It may serve the municipalities in the elaboration of new or upgrading of existing services for young migrants.

3.6.1 Know your young migrant's profile

Knowing and truly understanding young migrants is a vital part of establishing a functional and purposeful OSS unit. It helps you create better services, write better copy and

focus your time and energy when it comes to choose and establish your OSS unit, either as a physical location, a virtual location or as a brochure.

Exercise #1: A young migrant's profile template
When you do this exercise, your mapping of services and stakeholder will become structured your writing will be more effective. It will be personal, concrete and it will connect and convert with young migrants.

Questionnaire 1: Creating a young migrant's profile

Think of your young migrants. The people you plan to serve.
What do they have in common?

1. **List every common trait,** both demographic - age, income, gender, marital status, industry, etc. and psychographic - worldview, values, beliefs, lifestyle, hobbies, interests, etc.

Now use those commonalities and create a single representation of your Young Migrant with as many specific details as you can. This is your Young Migrant's Profile.

2. **Describe this person** so well that you can easily step in his/her shoes. The goal is to know him/her so well that you can think like him/her, speak like him/her, experience his/her emotions and essentially be him/her.

- Name:
- Age/Gender:
- Hair Color/Eye Color:
- Marital Status/Children (Include Names):
- Residence:
- Income:
- Occupation:
- Life Beliefs:
- Favourite Books, Music, TV Shows:
- What Does He/She Google (list everything related to your business and her other interests):
- What Conferences or Events Does She Go To? What Does She Do in Her Free Time?

3. **Now be your Young Migrant.** Step into his/her shoes. Look at life through his/her eyes

- What primary emotion, or set of emotions, does he/she feel at the exact moment he's/she's about to look at your services?
- What is he/she saying to himself/herself in his/her head?
- What specific words and phrases is he/she using? What story is he/she telling himself/herself?
- Write everything that comes to mind like a journal entry of your young migrant.

4. **Deep into a young migrant's frustration**
Now that you have spent some time in your young migrant's shoes, it's time to go deep and get to know his/her fears.

Answer the following questions as your Young Migrant would do:

• What do you secretly fear may be true about your life - either as it relates to the service you're about to search within the OSS unit, or to your life in general right now?

• What do you worry about? What keeps you up at night?

• What stresses you out on a regular basis regarding the migration/integration process?

• What do you not look at or face in your life because it triggers too much fear (regarding the migration/integration process)?

• What's the worst case scenario related to your life situation (migration/integration process) - the one fear that keeps you up at night?

• How do you fear others (close friends, family, spouse, clients) would react if they found out about your situation?

• What do you fear might fail in your life if your situation continues or if it gets worse?

• Where will you lose power, influence and control in your life if things don't change or if they get worse?

Compassion-based creating of services within an OSS unit takes a holistic approach, bringing awareness to the whole human being you are serving, even when your service doesn't directly appear to solve other life fears, challenges or doubts.

5. **Go high into a young migrant's desire**
Answer the following questions as you were a young migrant. Remember, do not answer these questions as "you" - be your young migrant!

• What do you secretly wish was true about your migration/integration process either as it relates to the service you're about to take or in your life in general?

• What's the best "dream solution" that you'd experience at the OSS?

• If this dream solution - this service could appear and unfold perfectly, how would that structure go?

• What will you be able to do, get or achieve if your fantasy situation comes true?

• Where will you be more powerful and influential in your life if your fantasy situation comes true?

Now that you've completed this exercise, you have pages of material to draw upon to authentically connect with your young migrants from a place of true compassion and understanding. This work will inspire your stakeholders network, your web or brochure copy, where you find and connect with young migrants, your ability to design and deliver services that matter, and your ability to make your communication convert.

This exercise should be completed for every new service or offering you create.

Exercise #2: A young migrant's profile template

• Putting together a survey to ask current migrants why they came to your city is key. Understanding each unique life story behind a migration and finding the common threads across their answers should be the start to further redefine an efficient OSS.

Understanding young migrant's common issues within different fields of life regarding the migration and integration process is key.

Regarding experiences of setting-up to a virtual OSS by following common threads learned by interviewing real migrants and preparing several migration types, there are common life issues popping up while trying to establish a living in a new environment (see Table 13).

TABLE 13: A YOUNG MIGRANT'S JOURNEY OF CREATING A LEGAL AND COMFORTABLE LIFE WITHIN A NEW ENVIRONMENT:

	RESEARCHING	BROWSING	VISITNG STAKEHOLDERS DEALING WITH MIGRATIONS	POST-VISITS	STRUCTURED INFORMATION GATHERING
DOING	Googling for solutions in dealing with different fields of life. Searching for information by asking and visiting public service offices.	Surfing for websites, looking at various institutions and departments. Dealing with language issues.	Searching for adresses, trying to get an overview on legal migration and integration process.	Gathering different documents. Submiting various applications. Waiting for documents and official papers to be delivered.	Knowing exactly how and where to accomplish all different tasks when starting a living within a new environment
FEELING	**Overwhelmed**	**Confused**	**Uncertain**	**Anxious**	**Excited**
THINKING	There are so many tasks to be set in order to organize life in a new environment. What am I supposed to accomplish first in order to follow the legislation.	Which website and which institution is right for my specific issue regarding the migration and integration process?	There are so many institutions, therefore which office have I to visit first? Where to go and how to arrive there?	Will I be able to provide all the documetns for all different institution in time? Will I get all my permits and documents in order to have a legal migration?	Do I pricesely know which documents I need to deliver and which institutions I have to visit in order to make a legal migration and intgration process within a new environment?
	RESEARCHING	BROWSING	VISITNG STAKEHOLDERS DEALING WITH MIGRATIONS	POST-VISITS	STRUCTURED INFORMATION GATHERING
THE OSS OPPORTU-NITY	To provide clear messaging as to what makes your OSS the destination for migrants (in-house, online, or hard copy).	To create an online tool to help migrants select the right migration and integration path.	To provide clear messaging such as an easy understanding broshure or an office with a set-up of stakeholders dealing with migrants.	To provide presice information on further activities, dates and documents delivered by migrants in order to deal with certain issues of the migration and integration process.	To provide a precise maping of stakeholders dealing with migration and integration. Making the process as user-friendly as possible.

3.6.2 Create your network of stakeholders based on needs of young migrants

Knowing what and why is helping to map your stakeholders. For setting-up an OSS unit, clarity equals power.

By knowing the common problems migrants are facing during the process, you will be able to find solutions by mapping the stakeholders providing services needed for migrants to establish a living in a new environment.

By listing and mapping all stakeholders, who can be involved by providing some kind of useful services within the migration and integration process, you have to decide what type of an OSS you will establish within your municipality.

Exercise #3: Creating clarity within the process of creating an OSS unit

When you do this exercise, your mapping of services and stakeholder will become structured your writing will be more effective. It will be personal, concrete and it will connect and convert with young migrants.

1. **Your Purpose** - why your OSS unit exists. Why do you do what you do?
Write down your ideas. You'll evolve and refine it over time. Use these questions for help:

- At the end of the day, what difference are you trying to make through your OSS unit?
- What is the purpose, cause or belief that inspires this OSS unit?
- Why should this OSS unit exist?
- Why now (Note: not only because of the Interreg Danube Transnational Programm?
- What's the bigger impact you're hoping to create in your municipality?

2. **Your People.** Who do you want to serve through your OSS unit?
Write down your ideas.

- What's your young migrants' worldview?
- What difference do you hope to make in their life? (Don't worry so much about demographic details - focus more on the population, values, dreams and worldviews) of the young migrants, you wish to serve.

3. **Your Service** - the actual value you create for young migrants.
Write down your ideas.

- What are you actually providing to young migrants and what difference does your services make in lives of your young migrants?

3.6.3 Mapping the services of your OSS unit

Understanding the needs of young migrants will help you identify all stakeholders, who will represent the network of different services you'll provide within your OSS unit. To guarantee an excellent user experience for young migrants while interacting with

your OSS unit, you need to map the services on an intuitive basis. To accomplish this task you have two methods to choose or even combine them in order to set an effective and intuitive OSS unit.

3.6.3.1 The Doorway Method

The "doorway method" is about using call outs to different types of young migrants. It's like having clearly marked doorways on your physical location, your site, or your brochure and then once a young migrant is through that doorway, you talk directly and specifically to them.

For example, let's say a young migrant needs to arrange his arrival in a new country and you put three different options or "doorways" on your stakeholders map: documents, insurance, study. That's a pretty simple approach to how a young migrant can easily find the right "doorway" to solve a specific issue.

3.6.3.2 The World View Method

If you've got a diverse audience: meaning different ages, genders, backgrounds, income levels, but they're all interested in the same topic area, you may want to play with the the "World View" Method. This is where you're speaking to multiple profiles who are connected through a common theme, need, experience, or sense of the world.
Think of your young migrant's types. The people you would like to serve. What do they have in common? List every common trait, both demographic - age, income, gender, marital status, industry, etc. and psychographic - worldview, values, beliefs, lifestyle,

hobbies, interests, etc. Now use those commonalities and create a single representation of your young migrant with as many specific details as you can.

3.6.3.3 Choose the right OSS channel

However there are a few main OSS channels to adapt (a physical OSS, a virtual OSS or an OSS brochure), they all have common steps to follow in order to make the set-up (as described above).

Crucial for choosing the right OSS channel is to precisely know the network of stakeholders providing services for migrants within your municipality.

TABLE 14: OSS CHANNEL ANALYZER

	STAKEHOLDERS: SERVICES	STAKEHOLDERS: LOCATIONS	STAKEHOLDERS: DEPARTMENTS & HRM	OSS CHANNEL: COSTS	BEST-PRACTICE
OSS PHYSICAL LOCATION	To have own stuff to provide adequate information about different services young migrants might need	In-house network of services or/ and a map with informations about other services (opening hours, contact infomration, adresses …)	Knowing who is who. Meeting on a regular basis in order to asure valuable information on services provided by different stakeholders	Research, Elaboration, Choosing the right location, Maintaining an office, staff, HRM - trainings and educations	Szeged, Hungary
OSS BROSHURE	To design and deliver services that matter as a hard-copy OSS unit (structure, paragraphs, graphic design, copy writting)	To provide precise adresses of institutions delivering services with departements, opening hours and contact information	To design and structure differnt services with adequate contacts, adress, opening hours … Planing the circulation of the printed broshure; befor reprinting it is necessary to check all the information.	Research, Elaboration, Design, Print, Distribution, Education & Promotion, Reprint	Graz, Austria
OSS VIRTUAL LOCATION	To design and deliver services that matter as an online OSS unit (website architecture, subpages, graphic design, copy writting)	To provide precise adresses of institutions delivering services with departements, opening hours and contact information	Checking if the contacts, adresses, opening hours are still adequate (at least once a year)	Research, Elaboration, Web Design, Domain and Hosting Fees, Promotion & Maintanence	Maribor, Slovenia

04

» RESUME

It was a huge amount of time invested in setting up the One-stop-shops for young migrants in seven cities: Burgas (BG), Graz (AT), Kanjiža(SER), Maribor (SI), Rača - Bratislava (SK), Sfântu Gheorghe (RO) and Szeged (HU).

In setting up the OSS, the project partners dealt with the constraints imposed by the broader environment, especially negative attitude towards the migration provoked with the "migrant crisis" as depicted by politicians and mass media. Different cultures and attitudes can clash and disturb the equilibrium of a (social) system to which, paradoxically, each system strives although it leads to the decay of the system in the long run. YOUMIG partners demonstrated that the response is the one that matters; the ability to respond is the one that generates the (social)responsibility.

Not always did they manage to move the stakeholders to the point where joint actions would display the servant nature of the public institutions and sometimes they could detect that behind the integration are also the assimilation tendencies. Not always were partners allowed to promote their One-stop-shop outside the narrow framework of creating framework conditions for economic migrations or to approach the mass media with proud and exposure. However, most of the partners went beyond the prescribed role, defined by law, by simply doing what is needed for their inhabitants, regardless if they are immigrants, emigrants, return migrants or potential migrants. And it turns out that the tools created are widely used by citizens, non-citizens, third countries origin, second-generation etc. The meaningful tools ease the life in the local municipalities and that is what matter. Next to the type of the OSS, being either physical or virtual space, community meeting point or just phone contact, it was important to pull the institutions, which have the legal power to serve the young migrants. The challenges they face were valuable inputs for the creation of the tools. And in all cases, where there are tangible results and impacts observable after the short period of testing the operational One-stop-shops, it is visible that for success the cooperation of governmental and non-governmental institutions is needed, and more precisely the willingness of persons working in them.

At the same time, the Transnational Methodology guides you through the process of setting up the OSS: from the framework analysis, interviews with stakeholders and end-users to the focus groups with young migrants, their personal stories, challenges and wishes for improvements. The simplified strategic and project management gives you the opportunity to structure your approach. Let us end with the authors wish that this Transnational Methodology would be widely used, either as whole or in parts and would contribute to the quality of life in our Danube region.

4.1 Annexes: Templates

4.1.1 Template for preliminary activities

GENERAL QUESTIONS	
Name of the municipality:	
City:	
What type of migration does your municipality face?	
*Daily migration – people daily driving to work to/from your municipality across the state border **People coming to your municipality with a clear intention of continuing towards a final destination	
DATA COLLECTION:	
Name of the bodies that collects official data about migrants on national (as well as their division – if any exists - on local level) and how the municipality accesses this data?	
What kind of data is collected? (example: land of origin / destination; citizenship of migrants; age of migrants; education of migrants)	
Does your municipality collect its own data as well?	
If yes, what kind of data?	
Does the available data on national level(to the best of your knowledge) reflect the actual situation about your municipality?	
GOVERNANCE MODEL:	
Which body issues permits of stay for foreign and national citizens within the municipality?	
Is there a specific body responsible for youth (15 – 34 years) migration on local level?	
If yes, who is represented there?	
If no, which bodies are involved in parts of the overall issue (department of youth, department of education, etc.)	
PROGRAMMES AND TOOLS:	
Does your municipality provide specific services for mitigation of migration?	
Which role does the NGO sector play in providing services for youth migrants?	
Are there any specific services that you would mention as the good practice?	
Feel free to present any specific case you would like to share with the audience.	

4.1.2 Template for OSS preparation:

1. Preparation of OSS implementation

Major local challenges and opportunities related to youth migration, identified by the Local Status Quo Analysis (Activity 3.2); please point out the need for better services (how are they currently provided and what should be improved)

Length: 1500 characters max; Calibri 11, single spacing

Target/end-users (young migrants); please delete those for which you will not provide services within OSS
- Immigrants
- Emigrants
- Return-migrants

Additional groups:
- Commuters
- Diaspora
- Minorities

Type of OSS you would like to implement (please delete as appropriate)
- Facilities (physical place – permanent or mobile)
- Virtual (phone services, Internet services, smart phone solutions)
- Mixture

Select services that you will implement within the OSS during the pilot phase and mark, who will be provider or how will you provide them.
- Legal and financial support services
- Provision of info for migrants/life-person support (including web-portals in various languages; e-mail contacts, phone contacts etc.; info points, desk offices for migrants)
    a. Availability and accessibility of legal translators and interpreters
    b. Residency permit
    c. Social transfers
    d. Taxation policy
    e. Inclusion in state-pension fund
    f. Obligatory health care inclusion
    g. Access to banking services
    h. Living allowances
    i. Remittances (transfers)

- Employment and entrepreneurship support
    a. Recognition of educational attainment
    b. Admissions criteria to educational institutions
    c. Language and culture courses in receiving community
    d. Employment services
    e. Recognition of educational attainment
    f. Ease to conduct business (set up of company, mentoring, coaching etc. provided by public/semi-public providers) = employment and entrepreneurship support
    g. Public business premises (start-up communities, Coworking places, incubators, technology parks etc.)

- Housing support
    a. Housing availability (housing support)
    b. Housing incentives/support

- Support for Immigrant Associations
    a. Cultural engagement and inclusion
    b. Support for events, artistic endevours

- Family reunification support
    a. Residence permit for family members
    b. Family member inclusion in health-care
    c. Inclusion of family members in educational system
    d. Family members access to labour market

Model of the OSS management
- Network based (please provide the institutions/organisations included and the level = national/regional/local)
- Single organisation (municipality based)

2. Preparation of OSS implementation

Role of the local stakeholder group in design and provision of OSS services

(please list if you intend to set up local stakeholder group in charge of monitoring the set-up and implementation of the OSS)

Staff of the OSS (please list the staff envisaged for OSS)
Example
- Manager
- Youth facilitator
- Youth worker
- Volunteers

Please provide the requested staff qualifications (if already known)

Number of staff envisaged for the first year:

Number of staff envisaged after the pilot phase:

Please mark as appropriate
The staff is already available: yes/no
The staff needs training: yes/no

In case of facilities, please mark
- Available space/office: yes/no
- Availability of equipment: yes/no
- Availability of ICT: yes/no

Explain shortly the link between the pilot activity (WP 5.1) and the OSS, in particular expected impacts of the implementation of the GP on set-up, management or evaluation of the OSS

Max 750 characters, Calibri 11

Explain shortly the link between the study visits (WP6) and the OSS, in particular expected impacts

Max 750 characters, Calibri 11

Monitoring of the activities/services
- Whit which indicators you will monitor the implementation of the OSS?
- Additional indicators, related to the performance of OSS.

Please list the steps within the phases you will follow by setting up the OSS, please see the point 6.3 in One-stop-shop methodology for youth migrants in local communities of Danube region
- Initial analysis;
- Building and formalising;
- Action plan preparation;
- Implementation, monitoring and evaluation of Action plan;
- Institutionalisation and multiplication.

Link the budget available for the implementation of the OSS (according to the AF)
- Staff:
- External:
- Equipment:

Additional costs (to be covered by municipality) if any:

Please provide the time-table for the above phases and steps (the whole duration of setting-up and testing)

4.1.3 Template for Steps in setting up the OSS

Step 1: SET-UP THE CORE TEAM WITHIN THE LOCAL COMMUNITY
The local partner shall define, who is in the municipal core team (core group) of OSS.
The main tasks: set-up and implementation of the OSS includes linked activities on the local level as depicted in the picture below:

FIGURE 4: MAIN PILLARS OF THE OSS

Source: MRA

The core team in the municipality all the YOUMIG staff in the provision of the info (5.2), data collection and testing (WP4) as well as the implementation of the pilot activity (5.1).
According to the established procedures within the local community, please nominate the persons in charge (name, responsibility within OSS).

TABLE 15: CORE TEAM

NAME AND SURNAME	TASKS	CONTACTS
	Management of the OSS	
	Support (translations)	
	Support (maintenance of the coworking space)	

TABLE 16: BACKSTOP OFFICE

NAME AND SURNAME	CONTACTS

Define, who is important for your OSS to succeed on the short/long run

Stakeholders are representatives of key organisations that you would like to have on board and are crucial for the success of the OSS. We identified them in the preparation and conduction of the previous Migration forums. However, adjust the membership according to your specific needs.

Step 2: NEEDS ASSESSMENT
For the mapping of the stakeholders, you can easily use the table below:

TABLE 17: NEEDS ASSESSMENT

Is there a need for a stakeholder dialogue?						
In order to implement the One-stop-shop, broad acceptance by various stakeholder groups within the project environment is required.						
Justification for the rating:						
Implementation of the project affects various stakeholder groups, who therefore have to be consulted.						
Implementation of the One-stop-shop for the active participation of diverse stakeholder groups.						

Justification for the rating:					
Cooperation with other actors should go beyond the mere provision of information on our part.					
Justification for the rating:					
Is the time right?					
Justification for the rating:					
The key actors are convinced of the need for change.					
Justification for the rating:					
Conflicts between the stakeholders to be involved is not so pronounced that participation in a joint stakeholder dialogue is utterly impossible.					
Justification for the rating:					
Most of the key stakeholders for the dialogue trust in the competence of the people initiating the stakeholder dialogue.					
Justification for the rating:					
Participation in the stakeholder dialogue does not present any disadvantages or risks to the stakeholders to be involved.					
Justification for the rating:					
Are the necessary resources available for conducting the stakeholder dialogue?					
Justification for the rating:					
The initiator team has sufficient time, human and financial resources.					
Justification for the rating:					
The initiator team has sufficient expertise to conduct a stakeholder dialogue.					
Justification for the rating:					
The initiator team already has adequate contacts with the relevant stakeholder groups.					
Justification for the rating:					
The dialogue approach is supported by the key decision-makers at the initiator and partner institutions.					
Justification for the rating:					
Does the initiator/implementer team have the competence and willingness to conduct the dialogue?					
Justification for the rating:					

The initiator team is willing and able to jointly steer a complex process that may not always go according to plan.					
Justification for the rating:					
All initiators are willing to respect other standpoints and divergent opinions and to allow innovative, jointly elaborated solutions to be reached.					
Justification for the rating:					
The initiators are open to changing their own standpoints or adjusting their objectives.					
Justification for the rating:					
The initiators are willing to assume leadership within a jointly designed process.					
Justification for the rating:					

Source: Kuenkel, 2011

Step 3: MAPPING THE STAKEHOLDERS (EXAMPLE)

By mapping the stakeholders, the list of public administration services that migrants need to contact or those that support youth migration on the state/regional/local level shall be prepared; the analysis should include the difficulties experienced by youth migrants in relation to these services (and is part of the Local analysis within YOUMIG).

TABLE 18: MAPPING THE STAKEHOLDERS

STAKEHOLDER/MIGRANT FORUM MEMBER	LEGAL STATUS	PROVISION OF SERVICES (CURRENT)

Step 4: IDENTIFICATION OF NEEDS, FUTURE OSS SERVICES AND THEIR PROVIDERS AND SET-UP OF THE STRATEGIC FRAMEWORK

TABLE 19: MAPPING THE STAKEHOLDERS

NEEDS IDENTIFIED	SERVICES WITHIN OSS	SERVICE PROVIDERS

TABLE 20: STRATEGIC FRAMEWORK OF OSS

VISION	Vision statement is short, concise picture of your local community who ideally serves youth migrants. It is important that it is shared by the stakeholders and end-users, broad enough to include a variety of perspectives but inspiring and at the same time easy to communicate. For example: City of tolerance
MISSION	Describe what and how you will do to make your vision come through. For example: Assist young immigrants/emigrants/returning migrants to include into local community without constraints.
OBJECTIVES	Objectives are your measurable steps to achieve your mission. For example: by 2020 at least 80% of the OSS end-user will be satisfied with our services.
STRATEGY	Strategy is about HOW you will reach the objectives, for example introduce new services, set-up of the network of service providers, conduct campaigns etc.
ACTION PLAN	In Action plan, you should specify, who will do what, by when so that the objectives will be reached. The activities to be performed can be accompanied by the estimation of the resources needed: financial, managerial etc. The most concise and widely used in project management is the logframe matrix, which portrays your whole endeavour on one page.

ACTIVITY MATRIX		
What are the key activities to be carried out to produce the intended outputs? (*activities should in principle be linked to corresponding output(s) through clear numbering)	**Means** What are the political, technical, financial, human and material resources required to implement these activities, e. g. staff, equipment, supplies, operational facilities, etc. **Costs** What are the action costs? How are they classified? (Breakdown in the Budget for the Action)	**Assumptions** Factors outside project management's control that may impact on the activities-outputs linkage.

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
Overall Objective				
Project Purpose				
Results				
Activities				

Glossary:

OSS: An One-stop-shop connecting stakeholders dealing with migration issues.

Stakeholder: Stakeholders are all legal entities (public or private/national or local) and empowered public, who come across migration issues in their work

TABLE 21: INTRODUCING AND TESTING AN ONE-STOP-SHOP APPROACH PILOT UNIT WITHIN THE LOCAL AUTHORITY

	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Source and mean of verification	Assumptions
Impact (Overall objective)	The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.	Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result. To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.	The value of the indicator(s) prior to the inter-vention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy)	The intended final value of the indicator(s). (Ideally, to be drawn from the partner's strategy)	The latest available value of the indica-tor(s) at the time of reporting (* to be updated in interim and final reports)	Ideally to be drawn from the partner's strategy.	Not applicable
Outcome (s) (Specific objective(s)	The main medium-term effect of the intervention focusing on beha-vioural and insti-tutional changes resulting from the intervention (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)	(see definition above	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.	The intended final value of the indicator(s).	(same as above)	Sources of information and methods used to collect and report (including who and when/how frequently).	Factors outside project management's control that may influence on the impact out-come(s).
*Other Outcomes (*where relevant)	Where relevant other short-term effect(s) of the intervention focus-ing on behavioural and institutional changes resulting from the interven-tion (e.g. intermediate outcomes can be accommodated here)	(same as above)	(same as above)	(same as above)	(same as above)	(same as above)	Factors outside project management's control that may impact on the SO/other outcomes linkage.
Outputs	The direct/tangible products (infra-structure, goods and services) deliv-ered/generated by the intervention (*Outputs should in principle be linked to corresponding outcomes through clear numbering)	(same as above)	(same as above)	(same as above)	(same as above)	(same as above)	Factors outside project mana-ge-ment's control that may influence on the other out-come(s)/output linkage.

4.1.4 Template for Monitoring the OSS

OSS Monitoring report template
Monitoring report no. 2

PROJECT PARTNER	NAME OF THE PROJECT PARTNER
Organizations connected in the OSS	Please provide the names of organizations, that are connected within your OSS
OSS core team	Provide the personal names of the core team of the OSS
Date of establishment of OSS	Provide the date of the establishment of your OSS
Main target group of your OSS	Multiple answers possible ❑ Immigrants ❑ Emigrants ❑ Return migrants
OSS location	Multiple answers possible ❑ Physical location ❑ Virtual location ❑ Other: please define
Activates carried out so far (please write only those activities that were not yet reported in previous monitoring report)	
Provide dissemination materials used for informing the target public about the OSS. Please provide a list of dissemination material. If online provide links to it and attach screenshots of the promotional activity as an appendix. If in physical form, attach a scan or PDF as an appendix to the report.	

Provide evidence of a functioning OSS

FOR PHYSICAL LOCATIONS	
Address of the OSS	Provide the address at which the OSS is located
Contact details	Provide the contact person(s), contact e-mail and contact telephone number
Operating time	Please provide when can users visit the OSS
Photo of the OSS location	Insert photo here

FOR VIRTUAL LOCATIONS	
OSS website	URL of the OSS
Contact details	Provide the contact person, contact e-mail and contact telephone number (if available)
Screenshot of the OSS	Insert screenshot here

FOR OTHER	
Describe your OSS	How does the activity you do represent an OSS, what kind of information it provides and how does that information reach the target public?
Contact details	Provide the contact details of a person, who is responsible for OSS coordination, or dissemination of materials provided

4.1.5 Template for Evaluation of the OSS

The Evaluation Report of One-stop-shop will be prepared by each local partner. It should incorporate the lessons learned during the one year testing of the One-stop-shop, in particular, the needs and challenges faced as well as solutions found. Special attention should be paid to the stakeholders involved in setting up the One-stop-shop, its maintenance and delivery of information to the E/I/R migrants. Each evaluation report will be endorsed by the WP5 leader and the LP.

1. Summary:
The summary of the OSS evaluation report should provide in summarised form the evaluation report.

2. Strategic framework for OSS (mission, objectives, strategy):
This part can be copied and modified (if needed) from the OSS Steps

3. Criteria for evaluation:
3.1 Problems and Needs (Relevance):
Please state your opinion: how relevant was info/service provision in your OSS to the specific needs of the youth I/E/R in your local community and how?
Is the OSS adequate response to the needs of youth I/E/R migrants and why?
In your opinion, was the selected structure of the OSS coherent or would you with the knowledge and experiences gained changed them (to what extent).

3.2 Achievement of Purpose (Effectiveness)

Please describe, how well were the overall objectives and purpose of the OSS achieved?
Please rate the usefulness of the 2nd local event and migration forum for the implementation of the OSS.
How did the peer study visits influence the implementation of the OSS?
Please describe and rate the involvement of the stakeholders.
How well was the OSS accepted by the decision maker (e.g., mayor) within the municipality?
What were the challenging factors in the implementation of the OSS?

3.3 Sound management and value for money (Efficiency):

Please describe, how efficient was the OSS regarding costs, staff engagement and time consumption: were the results/objectives achieved within the budgetary and time constraints? Could be the same results achieved with less or different inputs (if yes, which and how)?

3.4 Achievement of wider effects (Impact):

Please describe the impacts of the OSS to the youth I/E/R in your local community. What would be the differences if you would not implement the OSS?

3.5 Likely continuation of achieved results (Sustainability):
Please describe, how will you achieve the sustainability of the OSS on the local level?

4. Strengths of the OSS/Organization:

Please list the strengths of the local pilot implementation (e.g., in terms of staff commitment, stakeholders` participation, support of the mayor`s office etc.)

5. Being proud of:

Please write in a short story, what you are especially proud of in the implementation of the OSS?

6. Lessons learned and added value for the Danube Region:

Summarise lessons learned during the OSS implementation.

Please describe the lessons learned for the Danube region.

7. Your recommendations in setting up OSS:

Please write the recommendations that would ease other municipalities within the Danube region the setting up of the OSS.

8. Evaluation prepared by:

Authors:
Local partner:
Date and Place:

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