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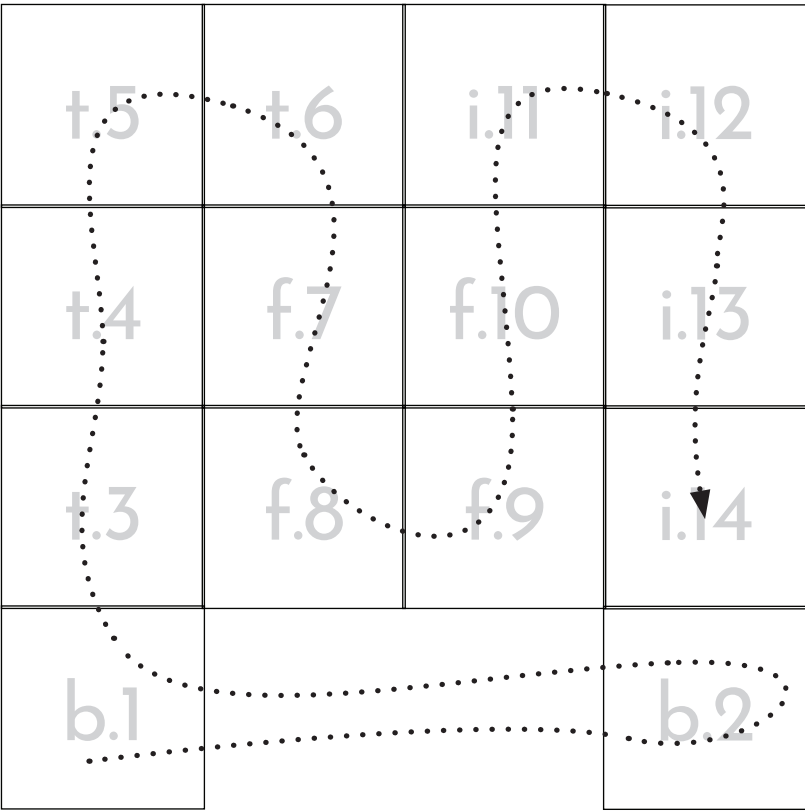
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# Handbook

## Deliverables D4.6 & D5.6

### parts of work packages 4 & 5

summary

Dissemination Level (PU/PP/RE/CO):  
PU - Public

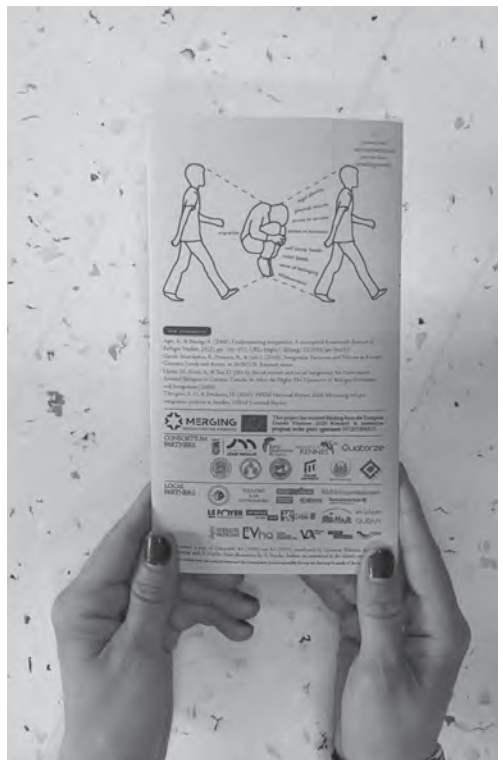
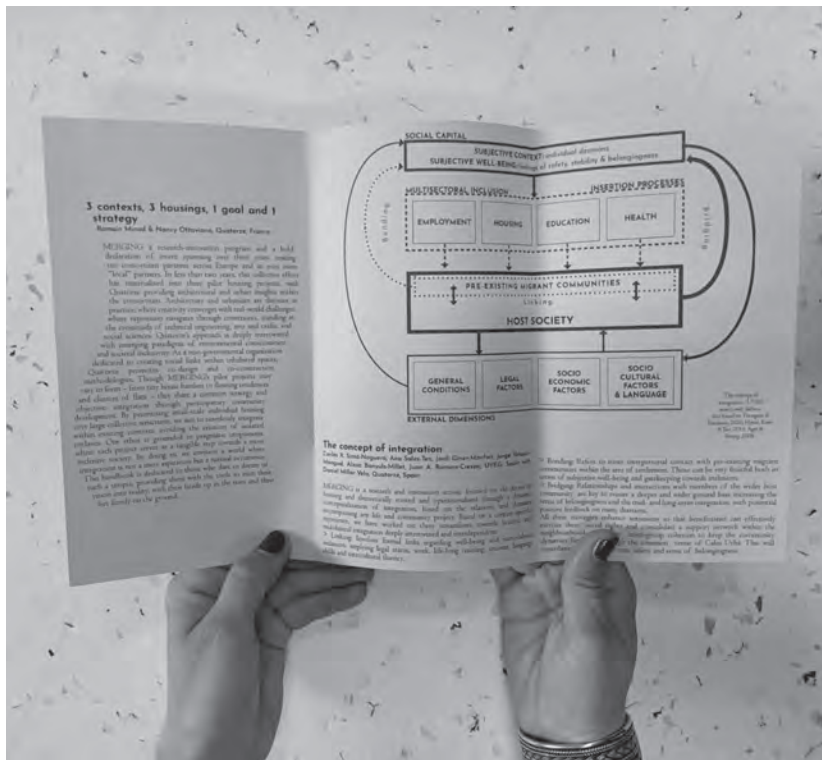
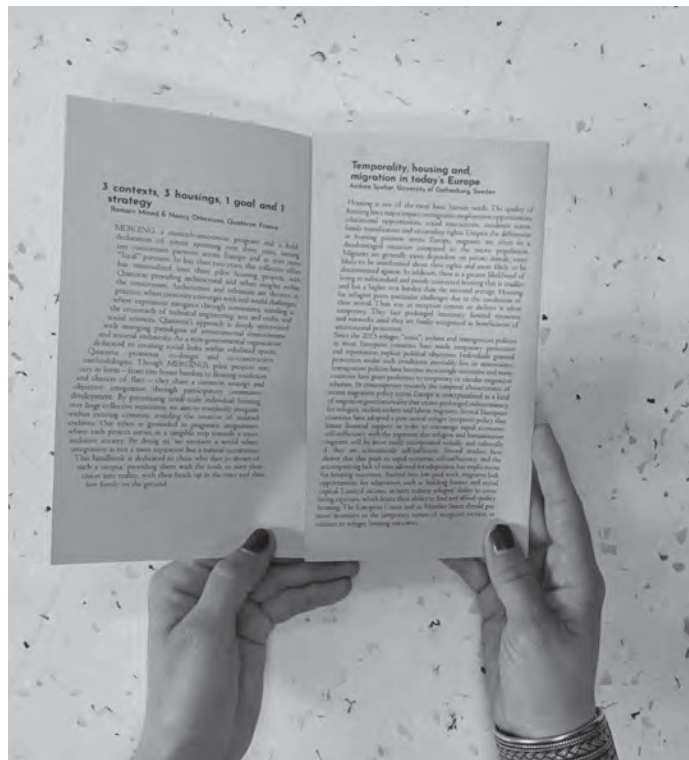
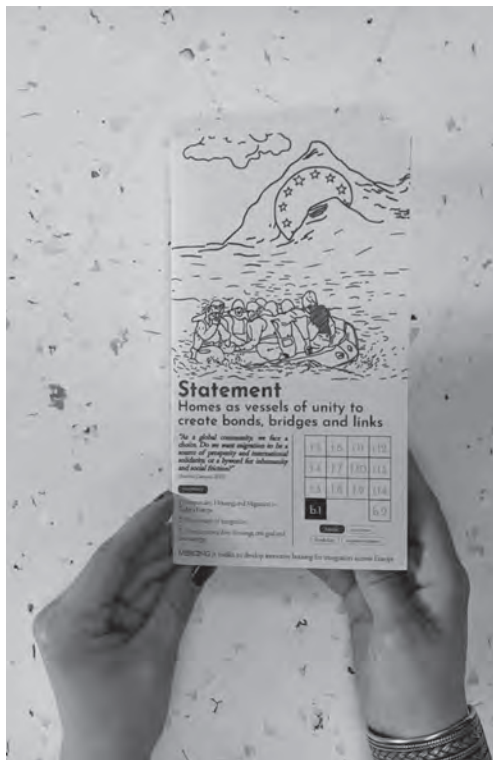
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R - Report

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Delivery date:  
18 April 2024 (M40)

MERGING A toolkit to develop innovative housing for integration across Europe





# Toolbox' layout

## Four parts to foster projects' serendipities

Tasks 4.6 and 5.6 in the MERGING project involve creating a handbook aimed at facilitating the replication of pilot projects across Europe by NGOs and local stakeholders.

This manual aims to identify regulatory guidelines to assist stakeholders, citizens, academics, political representatives and every potential actor who wishes to implement housing initiatives dedicated to social integration.

The structure of the handbook emerged from actual feasibility and implementation studies and adds two categories of tools into the binding and transversal sections.

binder

2 purple booklets

transverse

4 yellow booklets

feasibility

4 green booklets

implementation

4 blue booklets

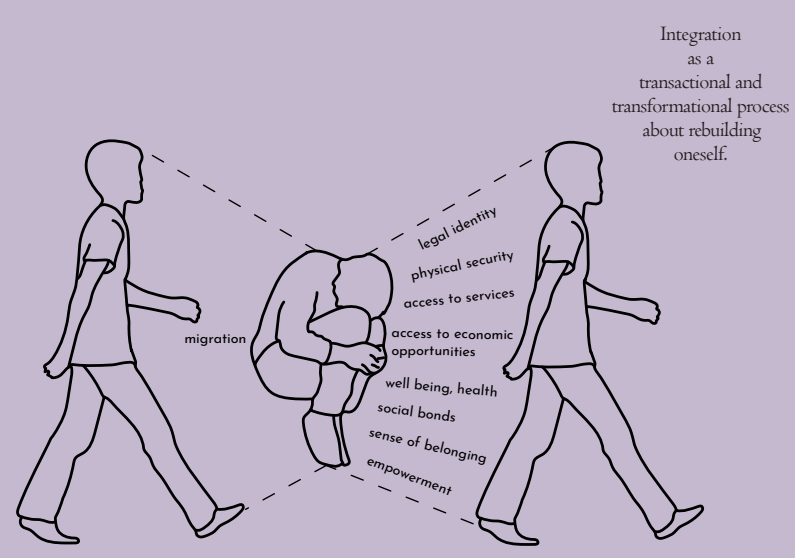


# Temporality, housing, and migration in today's Europe

Andrea Spehar, University of Gothenburg, Sweden

Housing is one of the most basic human needs. The quality of housing has a major impact on migrants: employment opportunities, educational opportunities, social interactions, residence status, family reunification and citizenship rights. Despite the differences in housing patterns across Europe, migrants are often in a disadvantaged situation compared to the native population. Migrants are generally more dependent on private rentals, more likely to be uninformed about their rights and more likely to be discriminated against. In addition, there is a greater likelihood of living in substandard and poorly connected housing that is smaller and has a higher rent burden than the national average. Housing for refugees poses particular challenges due to the conditions of their arrival. Their stay in reception centres or shelters is often temporary. They face prolonged insecurity, limited resources and networks until they are finally recognized as beneficiaries of international protection.

Since the 2015 refugee “crisis”, asylum and immigration policies in most European countries have made temporary protection and repatriation explicit political objectives. Individuals granted protection under such conditions inevitably live in uncertainty. Immigration policies have become increasingly restrictive and many countries have given preference to temporary or circular migration schemes. In contemporary research, the temporal characteristic of recent migration policy across Europe is conceptualised as a kind of migration governmentality that creates prolonged indeterminacy for refugees, asylum seekers and labour migrants. Several European countries have adopted a post-arrival refugee reception policy that limits financial support in order to encourage rapid economic self-sufficiency with the argument that refugees and humanitarian migrants will be more easily incorporated socially and culturally if they are economically self-sufficient. Several studies have shown that this push to rapid economic self-sufficiency, and the accompanying lack of time allotted for adaptation, has implications for housing outcomes. Rushed into low paid work, migrants lack opportunities for adaptation, such as building human and social capital. Limited income, in turn, reduces refugees’ ability to cover living expenses, which limits their ability to find and afford quality housing. The European Union and its Member States should pay more attention to the temporary nature of reception services in relation to refugee housing outcomes.



## few resources

Ager, A., & Strang, A. (2008). Understanding integration: A conceptual framework. *Journal of Refugee Studies*, 21(2), pp. 166–191

Adler, Paul S. and Seok-Woo Kwon. 2002. “Social Capital: Prospects for a New Concept.” *Academy of Management. The Academy of Management Review* 27(1):17–40.

Portes, Alejandro. 1998. “Social Capital: Its Origins and Applications in Modern Sociology.” *Annual Review of Sociology* 24(1):1–25.

Portes, Alejandro. 2000. “The Two Meanings of Social Capital.” *Sociological Forum* 15(1):1–12.

Putnam, Robert D. 2000. *Bowling Alone : The Collapse and Revival of American Community*. New York: Simon & Schuster.

Woolcock, Geoffrey. 2002. “Social Capital and Community Development: Fad, Friend or Foe?” in *Queensland Local Government Community Services Association Annual Conference*. Rockhampton.

Claridge, T. (2018). Functions of social capital—bonding, bridging, linking. *Social capital research*, 20(1), 1-7.



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# Statement

## Homes as vessels of unity to create bonds, bridges and links

*“As a global community, we face a choice. Do we want migration to be a source of prosperity and international solidarity, or a byword for inhumanity and social friction?”*

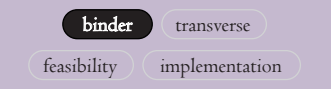
(António Guterres, 2018)

- summary**
- 1) Temporality, housing, and migration in today's Europe

2) The concept of integration

3) Three contexts, three housings, one goal and one strategy

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2



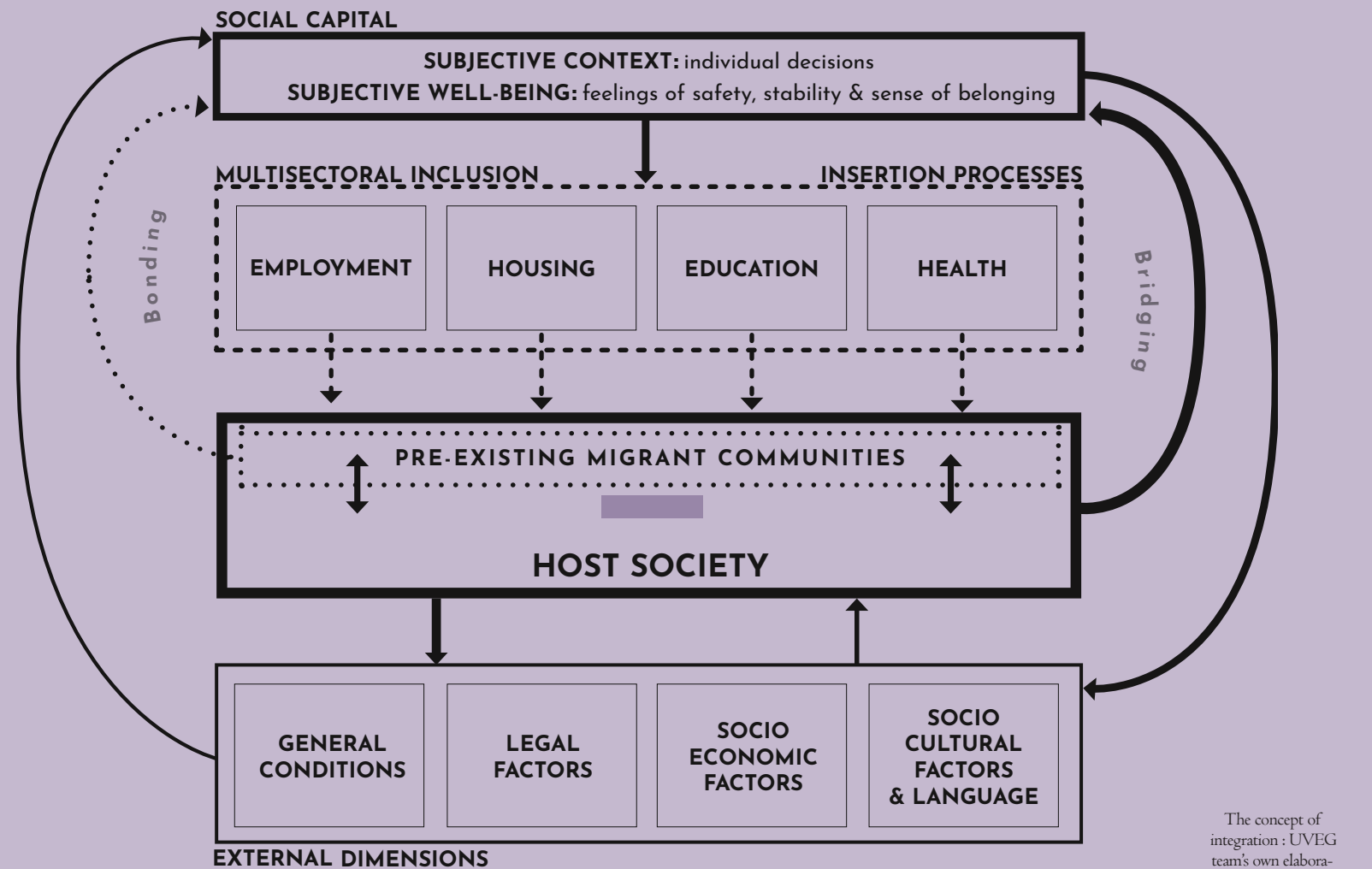
MERGING A toolkit to develop innovative housing for integration across Europe



## Three contexts, three housings, one goal and one strategy

Romain Minod, Nancy Ottaviano, Quatorze, France

MERGING a research-innovation program and a bold declaration of intent spanning over three years, uniting ten consortium partners across Europe and as even more “local” partners. In less than two years, this collective effort has materialised into three pilot housing projects, with Quatorze providing architectural and urban insights within the consortium. Architecture and urbanism are theories in practice, where creativity converges with real-world challenges, where expression navigates through constraints, standing at the crossroads of technical engineering, arts and crafts, and social sciences. Quatorze’s approach is deeply intertwined with emerging paradigms of environmental consciousness and societal inclusivity. As a non-governmental organisation dedicated to creating social links within inhabited spaces, Quatorze promotes co-design and co-construction methodologies. Though MERGING’s pilot projects may vary in form – from tiny house hamlets to floating residences and clusters of flats – they share a common strategy and objective: integration through participatory community development. By prioritising small-scale individual housing over large collective structures, we aim to seamlessly integrate within existing contexts, avoiding the creation of isolated enclaves. Our ethos is grounded in pragmatic utopianism, where each project serves as a tangible step towards a more inclusive society. By doing so, we envision a world where integration is not a mere aspiration but a natural occurrence. This handbook is dedicated to those who dare to dream of such a utopia, providing them with the tools to turn their vision into reality, with their heads up in the stars and their feet firmly on the ground.



The concept of integration : UVEG team's own elaboration based on Törnigren & Emilsson, 2020; Hynie, Korn & Tao, 2016; Åger & Strang, 2008.

## The concept of integration

Carles X. Simó-Noguera, Ana Sales-Ten, Jordi Giner-Monfort, Jorge Velasco-Mengod, Alicia Bañuls-Millet, UVEG, Spain with Daniel Millor-Vela, Quatorze, Spain

MERGING is a research and innovation action, focused on the access to housing and theoretically rooted and operationalised through a dynamic conceptualization of integration, based on the relations and domains encompassing any life and community project. Based on a context-specific experience, we have worked on three streamlines towards holistic and multilateral integration deeply intertwined and interdependent:

> **Linking:** Involves formal links regarding well-being and socio-labour inclusion, implying legal status, work, life-long training, income, language skills and intercultural fluency. Linking also involves creating social relationships with leaders of government officials to leverage power and influence.

> **Bonding:** Refers to more interpersonal contact with pre-existing migrant communities within the area of settlement. Those can be very fruitful both in terms of subjective well-being and gatekeeping towards inclusion.

> **Bridging:** Relationships and interactions with members of the wider host community are key to ensure a deeper and wider ground base increasing the sense of belongingness and the mid- and long-term integration, with potential positive feedback on many domains.

All these strategies enhance autonomy so that beneficiaries can effectively exercise their social rights and consolidate a support network within the neighbourhood, as well as inner-group cohesion to keep the community dynamics funnelled through the common venue of Caliu Urbà. This will contribute to their self-esteem, safety, and sense of belongingness.

# Opening-up the black box

Daniel Millor Vela, Quatorze, Spain

At the heart of our mission lies the unwavering commitment to democratise knowledge and empower potential project holders. Drawing inspiration from our past endeavours, such as PASI (Participatory Actions for Social Inclusion), an Erasmus+ initiative where we co-created a toolbox to disseminate best practices among partners and beyond, we recognize the transformative power of sharing insights and resources. A toolbox, in its essence, symbolises more than just a repository for physical tools. It embodies portability, organisation and accessibility. Just as a well-equipped toolbox facilitates repairs and improvements around the house or car, a comprehensive knowledge-sharing toolkit empowers individuals to navigate the complexities of project implementation with confidence and clarity. While everyone may grasp the utility of a hammer or screwdriver, the tools we offer extend beyond the tangible realm. As Leroi-Gourhan astutely observed, tools are external to the hand. They have not freed themselves from it, but are independent, foreign bodies that the hand shall take in. In our aim for collaboration and collective growth, we present our toolbox as a beacon of transparency and enlightenment. Our toolbox is not just a collection of tools; it is a symbol of empowerment, a catalyst for change, and a testament to the transformative potential of collective wisdom. By unlocking this metaphorical black box, we invite all stakeholders to engage in a collaborative exchange of ideas, strategies, and methodologies. Ultimately, the elements we deploy aim to support individuals with a collective motivation, so that through desire and individual action, they are able to influence their surroundings and provoke changes at a community level.

## About tools

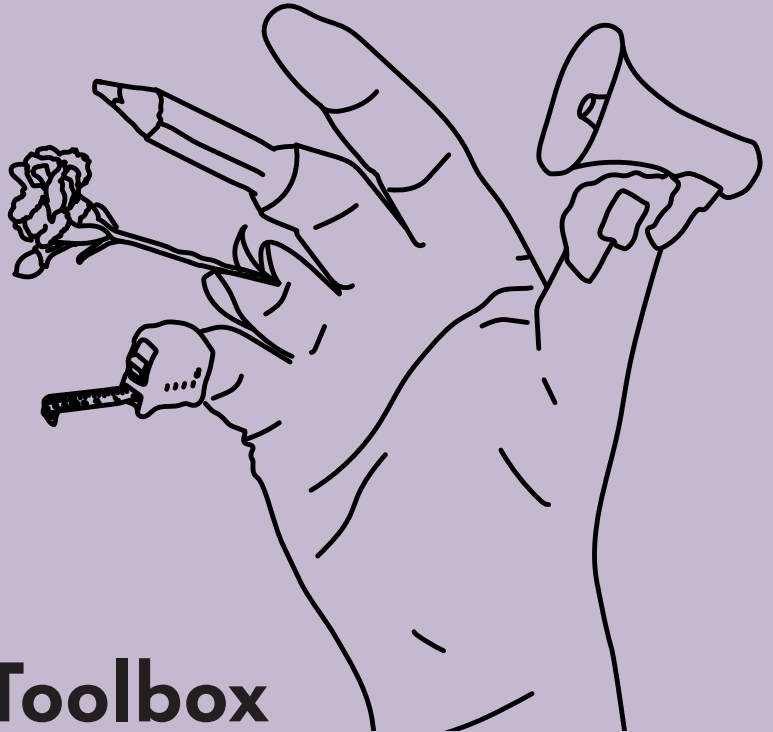
Amélie Freyche, ENSCI, France

Our first one is our body: with hands, senses and memory. It needs upkeep, it is ageing, it is learning. Tools exist to support functions, as basic as last. Anybody gets through the lifetime thanks to appropriate one's. From emergency concerns to pleasure research, our activities evolve with it. In my own personal mind, using the inadequate is able to extinguish the thought. Is its application focused on what has been planned ? I could use a tool to realise what another absent one is supposed to do. Anyone generates externalities that are not obvious (e.g spoons). Some tools are pertinent to organise seeding, some to pluck, to peel, to cook. This progression appeared to my mind under a deeper facet about the processes of social spaces, that are particularly correlated with the balance between norms and self-thinking.

# A journey from application to handbook

Nancy Ottaviano, Quatorze, France

Within MERGING's initial application submitted to the European Union, tasks 4.6 and 5.6 involve creating a handbook. By doing so, this manual aims to facilitate the replication of pilot projects by NGOs and local stakeholders across Europe. It includes tools such as location criteria, specification writing advice, and decision-making grids. This part focuses on documenting all feasibility study steps. The second part focuses on documenting key project implementation steps. This section covers practical implementation guidelines, including co-design, construction organisation, participative workshops, and neighbourhood engagement. The final objective is to identify pertinent regulatory guidelines to assist local stakeholders in implementing housing initiatives dedicated to social integration. The actual feasibility and implementation studies revealed intricate pathways and led us to navigate across these initial statements, thus shaping the structure of this handbook. Firstly, some binding tools are gathered (statements and toolbox). Secondly, some transversal tools highlight tools that are both usable in the feasibility and implementation steps. Then, these two fundamental categories are unveiled through key points such as needs and functions, locations, actors, and governance for the first, and (co)design, (co)building, along with rental management, and ultimately social follow-up. All these glimpses of tools are starting points for potential project holders.



## Toolbox

### A handy container for keeping tools in together

*“The quintessential human act may be less the creation of the tool than the domestication of time and space, that is to say, the creation of a human time and space.”*

(André Leroi-Gourhan, 1965)

#### summary

- 1) Opening-up the black box
- 2) About tools
- 3) A journey from application to handbook

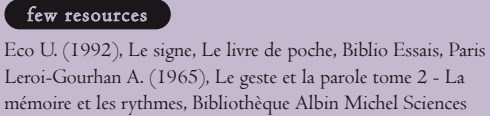
t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

binder   transverse  
feasibility   implementation



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To achieve a project, three main types of tools support the mind and hands. Along the crest between the origin of the project and its implementation one may find contextual tools, analysis tools and executive tools.



# How to describe complex processes?

Noémie Dominguez, UJML, France

Describing complex processes is a difficult but essential task to any project leader. It highlights the actors involved and their roles while helping making sense of interactions in time. It makes processes more understandable while identifying gaps and vulnerabilities to address. Complex processes can be defined as systems made of several series of events related to each other in time. They are hard to describe since they usually involve many actors following different agendas and interacting in a more or less frequent way. Describing accurately these processes requires project leaders to observe and analyse a phenomenon on a long-term basis, a task remaining difficult due to resource and time constraints.

Describing complex processes involves 4 main steps.

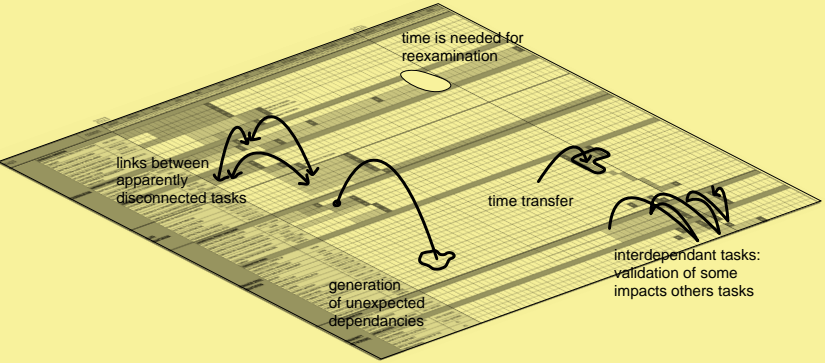
1) Provide a narrative of the process to be studied. The objective here is to identify the goals/objectives of the element being studied, the situation it is trying to address (problem to solve) and the expected results or solutions. Establishing such a narrative will allow team members to quickly understand the project/process being studied.

2) Identify the key steps of a process in time. The complex nature of such processes lies on the interdependencies existing among actors, the nature of their relationships and the difficult anticipation of the outcomes to be expected. Breaking such processes into small steps can facilitate their understanding, allow the identification of driving forces and potential challenges. Building chronological matrices can be useful in this regard: what are the key dates/events punctuating the phenomenon? What are their main characteristics?

3) Identify the key steps of a process in time. At each step, who are the main actors involved? What are their main characteristics (institutions/companies, large or small players...)? What is the main nature of their relationship (financial providers, decision-makers, etc.).

4) Create a diagram to map the process. Once chronological matrices have been established, draw a diagram summarising each step, actors involved and the nature of their relationships. This step will not only allow you to draw the process but also to identify potential gaps to fill and vulnerabilities to address.

Even the less restrictive tools call for adaptations, any temporal diagram implies frequent updates and intertwined tasks. Developments of the projects are iterative rather than linear.



## few resources

Cross N., (2011) Design Thinking: Understanding How Designers Think and Work, Berg Publishers, Oxford, ISBN: 978-1847886361  
Rosenberg D., & Grafton A., (2010), Cartographies of Time, A history of the timeline, Princeton Architectural Press, New York, ISBN: 978-1-56898-763-7



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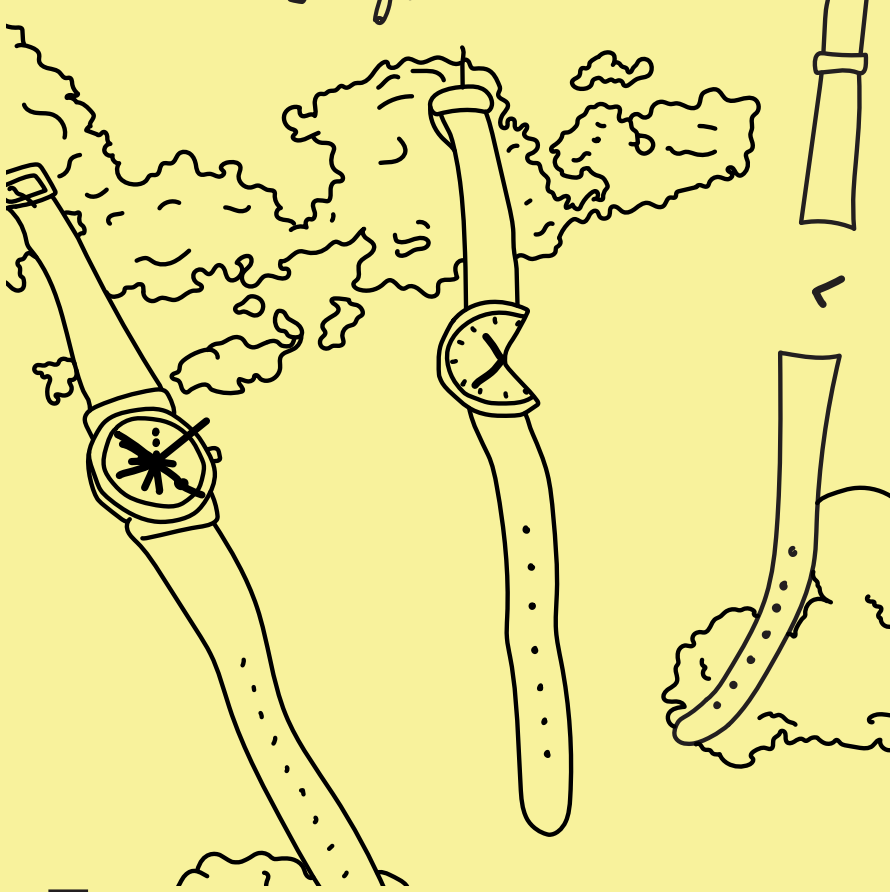
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# Time Seeking linear paths through tangled trails

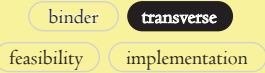
“Oh, my fur and whiskers! I’m late, I’m late, I’m late!”

(The White Rabbit in Lewis Carrol, Alice in Wonderland)

## summary

- 1) How to describe complex processes?
- 2) Hidden times are the worst
- 3) Navigating in uncertainty: experimentations within research-action

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2



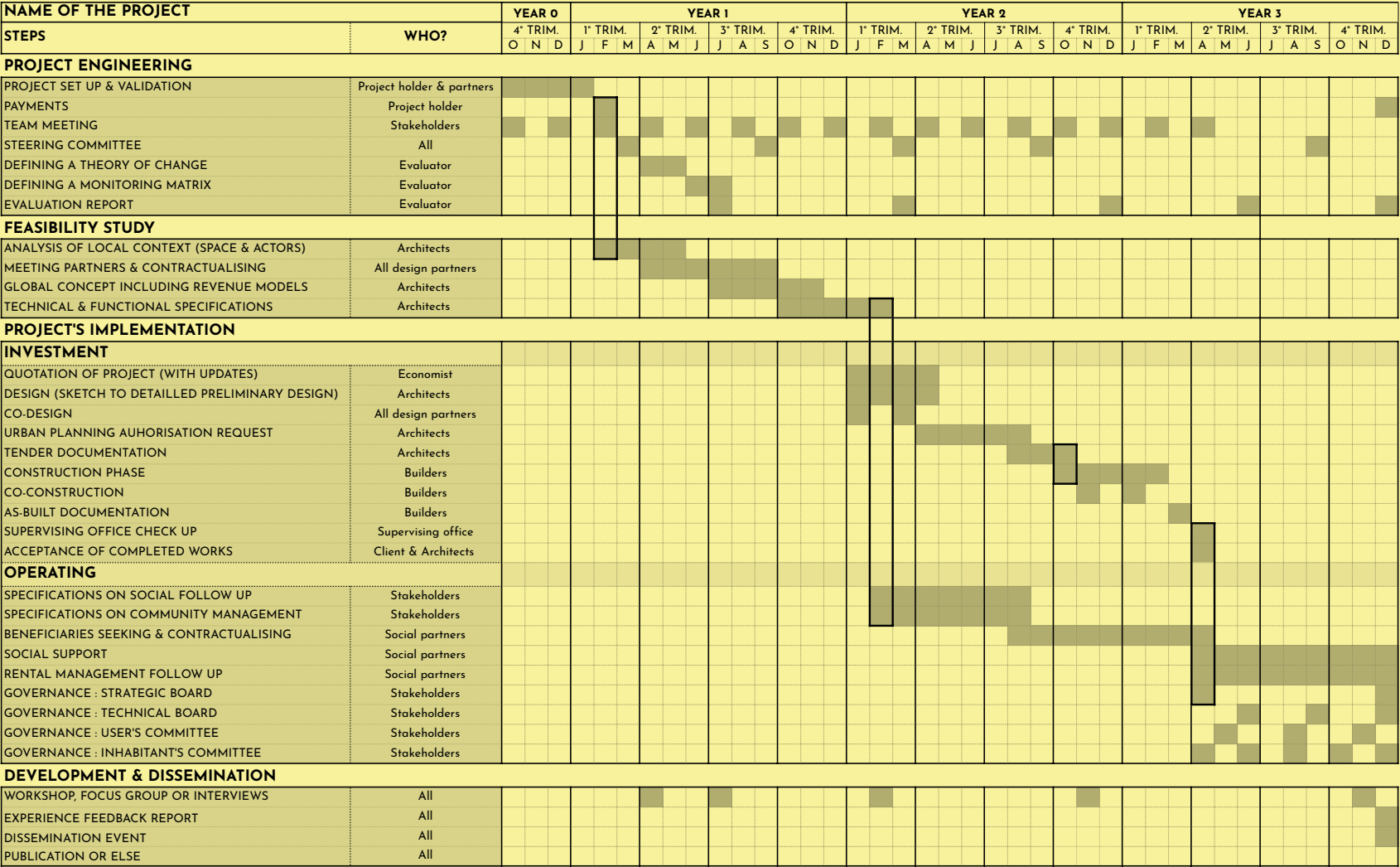
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Standard Gantt matrix  
to unfold the main steps of  
housing for integration projects : idea-  
tion, feasibility, implementation  
and dissemination.

## Navigating in uncertainty : experimentations within research-action

Romain Minod, Quatorze, France

As many project leaders, real estate developers employ matrices of criterias to evaluate the viability of a project, based on three main steps : feasibility, production, and operating. A project becomes feasible upon meeting all criteria of producing and operating, which is a prerequisite before commencing the production phase. The producing phase has to be delivered to begin the operating phase. This linear approach depends on risk management, notably to reassure stakeholders. If a project does not reach all the criterias, it shall be abandoned. In MERGING, the matrices of criteria and steps were scarcely similar. Thus, a different method was experimented, rooted in Design Thinking. Iterative processes were employed to comprehend the needs and viewpoints of stakeholders, identify areas for enhancement, and consequently, foster the creation of innovative solutions. The investment phase kicked off while acknowledging ambiguity in most criterias. Leveraging the theory of change embedded within each pilot, alongside the innovative solutions they engendered, a variety of approaches were simultaneously explored to satisfy all criteria throughout the entirety of the process. This nonlinear method facilitated the delivery of three housing projects within a notably restricted time frame of 2 years. This approach to experimentation is enhanced by the research-action realm, as it navigates its inherent risks through scientific frameworks: ensuring a balance of empathy without neglecting systemic issues, fostering a culture of open-mindedness to mitigate confirmation bias and uphold rigorous standards. If the method's effectiveness is confirmed, attention must be paid to potential resistance to change, which could hinder project progress. Consequently, it is crucial to involve stakeholders who are receptive to embracing alternative methodologies, thereby cultivating an environment conducive to fruitful experimentation.



## Hidden times are the worst

Adèle Azavant, Nancy Ottaviano, Quatorze, France

Upon planning a project, Gantt diagrams appear reassuring by showing a logical order of actions to realise with clear debut and finish dates. Gantt charts are popular project management tools providing visual representation of a project schedule. First designed in the 1910s, by a mechanical engineer and management consultant to visualise the production schedules in manufacturing, they became widely popular around the 1930's. It is now widespread in various industries including architecture and the built environment. Providing a visual representation, these charts may sometimes lead to unrealistic expectations, especially when dealing with uncertain, external factors. It can result in frustration and disappointment when the actual project execution deviates

from the charted plan. In complex project relationships, representing tasks as linear and independent reduces both visually and mentally the intricate interdependencies existing in real-world projects. Gantt charts give a visual sense of control. Yet, hidden times often lies somewhere in between the represented tasks. Well, in projects' implementation, sometimes unforeseen circumstances arise. If we consider scenarios such as the instructor of the building permit application failing to transfer a file to another service of the city council, inclement weather preventing contractors from completing their work on the scheduled time, or even human resources among one crucial partner suddenly leaving the organisation; then the structure of a Gantt chart may become too rigid and fail to provide a faithful representation of the reality in the field. Being resilient and adaptative thus becomes largely more important than making beautiful rational charts.



## How may one create societal value ?

Romain Minod, Quatorze, France

Attaining balance in numerical representations is easily achievable when human and environmental factors are excluded from consideration. Conceiving the economy as a precise, mathematical science places it beyond reality. MERGING embraced an opposing, heterodox perspective. Should economic equilibrium be considered attainable, it becomes crucial to recognize the multitude of phenomena contributing to its stability. These stabilising phenomena - such as valuations of volunteering in the case of MERGING - can be measured for their impact on the financial perspective. They can also be measured as positive externalities, creating social value. Volunteers are more than economical agents providing free workforce, in a co-construction process. They also create a community of interest, aiming at achieving a common project, and fostering a common change : integration of exiled people through housing. Furthermore, from an institutional analysis standpoint, prioritising processes that take into account environmental attachments - both humans and non humans - represents a significant shift in shaping societal values. Considering the adage “time is money”, the question arises: what might space represent in this equation?

## Non-profit, does not mean no business model

Romain Minod, Nancy Ottaviano, Quatorze, France

Non-governmental organisations (NGOs) use free-market codes, laws, and models to pursue general interest. As professional entities, recognised by the EU as enterprises, their productivity rely partly on volunteer work, but more commonly on salaried workers and co or subcontractors. If NGOs frequently execute their operations as delegators of public authorities, their projects necessitate robust revenue models that encompass various sources of funding, merging public and private subsidies with sales of goods and services, in order to fulfil their missions when these go beyond public policies. Thus, they carefully manage their budgets to achieve a balance between revenues and expenditures : if they do not rely on profit, they do not rely on debt either. MERGING highlighted that housing projects aimed at fostering integration typically revolve around three key types of components : investment, operational, and valuations (contributions from volunteers, in-kind donations, and other available provisions). Yet, acknowledging investment and valuation as key components of budget management in NGOs remains a cultural step to be fostered.

### few resources

Joyce A., Paquin R. L. (2016), The triple layered business model canvas: A tool to design more sustainable business models. Journal of Cleaner Production, 135, 1474-1486.

Lopez, L. (2020). The development of innovative integration models in Los Angeles in The ANNALS of the American Academy of Political and Social Science, 690(1), 184-191.

Lüdeke-Freund, F., Dembek, K. (2017). Sustainable business model research and practice: Emerging field or passing fancy? in Journal of Cleaner Production, 168, 1668-1678.

Osterwalder A., Pigneur Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. New York: John Wiley & Sons.



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## Economy

$\Sigma + = \Sigma -$  balancing out expenses and incomes to create social value

“Both researchers and practitioners agree that businesses need to become sustainable and that the time for business as usual rapidly approaches its dawn” (Osterwalder & Pigneur, 2010)

### summary

- 1) Non-profit, does not mean no business model
- 2) How may one create societal value ?
- 3) The Integration Operating Model

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

binder  
transverse  
feasibility  
implementation

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These matrices are interdependent, on one hand a synthetic view of the expenses, and on the other, the incomes. In non-profit organisations, budget management is intended to keep a balance between both. Yet, by adding the various valuations, one may see how social value is created.

INCOMES	YEAR 1	YEAR 2	YEAR 3	TOTAL
NAME AND DESCRIPTION	TOTAL TTC	TOTAL TTC	TOTAL TTC	
INVESTMENT INCOMES	3 000	1 000	0	4 000
Funding 1	2000	500		2 500
Funding 2	1000	500		1500
Funding 3 and so on				0
INVESTMENT ACCOUNTING VALUATION	300	200	0	500
Human ressources	200	100		300
Donations and in-kind work	100	100		200
SUBTOTAL INCOMES INVESTMENT	3 300	1 200	0	4 500
OPERATING INCOMES	0	0	3500	3 500
Other public fundings			2500	2 500
Rental management			1000	1000
OPERATING ACCOUNTING VALUATION	0	0	2000	2 000
Human ressources			1000	1000
Free provision of land, movable and immovable property			1000	1000
SUBTOTAL INCOMES OPERATING	0	0	5 500	5 500
TOTAL INCOMES				10 000 €

EXPENSES	YEAR 1	YEAR 2	YEAR 3	TOTAL
NAME AND DESCRIPTION	TOTAL TTC	TOTAL TTC	TOTAL TTC	
INVESTMENT EXPENSES	3 000	1 000	0	4 000
Human ressources	1000	500		1500
Subcontractors	1000	500		1500
Materials and supplies	1000			1000
INVESTMENT ACCOUNTING VALUATION	300	200	0	500
Volunteering (learners, skill based sponsorship...)	200	100		300
Donations and in-kind work	100	100		200
SUBTOTAL CHARGES INVESTMENT	3 300	1 200	0	4 500
OPERATING EXPENSES (partners)	0	0	3500	3 500
Social work			2500	2 500
Rental management			1000	1000
OPERATING ACCOUNTING VALUATION	0	0	2000	2 000
Volunteering (learners, skill based sponsorship...)			1000	1000
Free provision of land, movable and immovable property			1000	1000
SUBTOTAL CHARGES OPERATING	0	0	5 500	5 500
TOTAL EXPENSES				10 000 €

INVESTMENT PHASE

OPERATING PHASE  
ADD YEARS IF NEEDED

INTEGRATION OPERATING MODEL CANVAS HOUSING FOR REFUGEES				
<b>Strategic partners / Networks</b> Ties with external stakeholders and resources they provide	<b>Key Integration activities in addition to the provision of housing</b> What activities, directly or indirectly, to integrate migrants?	<b>Value proposition</b> How is the project different, innovative and valuable?	<b>Beneficiaries</b> Who are the target groups?	<b>Temporality</b> Duration? How does it contribute to a long-term housing solution?
<b>Scalability and/or replicability potential</b> Does the project conceive a scalable or replicable solution?	<b>Key resources</b> Physical, financial, human resources	<b>Housing Typology</b> Decentralised vs. centralised housing : how it facilitates integration	<b>Governance</b> Structure, process and internal stakeholders	
<b>Costs</b> What are the biggest expenditure areas?		<b>Revenues - Financial Sustainability</b> Does the project generate income? How? Please note that government subsidy is not income.		
<b>Sustainability - Social Impact</b> Positive and significant change the project brings to solve a social challenge. Is it measured? How? (example: 100 refugees live in a place, 10 have found a job, 65 received healthcare assistance. Measurement tools : surveys every 3 months and quarterly reports).		<b>Sustainability - Environmental Impact</b> Direct effect of human activity on the environment and tools, if any, to measure it. (example: does the project utilise ecological materials in design and construction such as solar panels etc.? Does it refer to any Sustainable Housing Standards? Does it implement forms of circular economy? Does it plan for energy or water saving, recycling etc?)		

## The Integration Operating Model

Samantha Caccamo, Social Business Earth, Switzerland; Daniela Bolzani and Leonardo Corbo, University of Bologna, Italy

Based upon comparative research on different existing housing initiatives in the countries involved by the MERGING project, the University of Bologna and Social Business Earth identified some key elements which stakeholders involved in the design of housing initiatives should take into account to design and evaluate the management and organisation of such initiatives. Further inspired by the literature on business models, they built an analytical and guiding tool, defined as Integration Operating Model (IOM), which is a model that supports the identification of housing solution archetypes and provides managerial and organisational guidelines for implementing sustainable and innovative housing solutions for immigrants. The IOM can be graphically visualised as a canvas, which represents all the issues that should be holistically taken into account in designing and evaluating housing initiatives for migrants. The canvas is originally based on the literature about business models, starting from the idea of the business model canvas by Osterwalder & Pigneur (2010), which has been extended

with a look at the solutions related to ecological and social problems. There are a number of sustainability-oriented canvas tools, and the Triple Layer Business Model Canvas (TLBMC) was selected as a guideline for the purpose of building a specific IOM canvas. The canvas can be appealing to practitioners for two reasons. Firstly, it allows to visualise and communicate sustainable business model innovation. Secondly, it allows to holistically take into account the 9 building blocks that are relevant for successful housing initiatives: value proposition, beneficiaries, temporality, key integration activities, strategic partners/networks, key resources, governance, housing typology, scalability/replicability potential, financial costs and revenues, and sustainability from an environmental and social impact perspective. Above, the proposed IOM, together with guiding questions for each section of the canvas.

The Integration Operating Model proposed by UNIBO's and SBE's teams is a valuable matrix, partly based on the Triple Layer Business Model Canvas (TLBMC) and augmented with specific content to imagine and analyse projects dedicated to integration.



Soft skills to undertake mediations

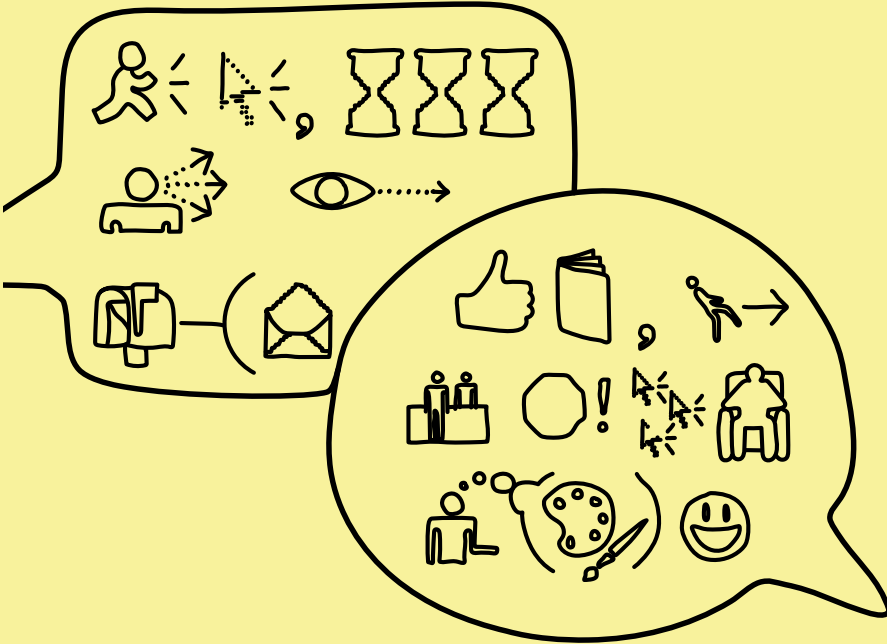
Daniel Millor Vela, Quatorze, France

In whatever context we work, the role of mediation is framed within the informality of the community ecosystem. When we talk about mediation in architectural, urban, or rural development projects, we are ultimately talking about energising the relationships among the individuals who make up the organised human group; in other words, we are talking about community development. It is therefore evident that in an initiative of spatial transformation that impacts a group, community development is key. But we also have to consider that spatial transformation becomes, if approached from socio-spatial complexity, an opportunity for community development. The main thing to consider is that the basis of these processes lies in giving importance to relationships between people. It is also necessary to consider people's ability to agree on the formulation of a collective project, regardless of the type of project or scale. That's why we say that the change experienced by the group of people progresses at the pace of trust. The role assumed by the professional accompanying the community in this process of change is what we call in Asset-Based Community Development a "community animator". Regardless of the technicality of the project in question, it is likely that support is needed in the process of discovery, connection, and mobilisation of local resources, especially when there is no pre-established relationship of trust. This mediation can range from establishing routines for the creation and management of new programs or uses, to resolving specific conflicts. For all these reasons, someone aspiring to take on a mediation role in a collective process must consider that timing is dictated by the relationships between people, and this demands empathy, patience, and trust.

Being a social worker within a research-action process

Julia Checa and Angela Rolania, València Acull

The experience of València Acull in the Merging project has provided the opportunity to address one of the most basic and important needs that the general population has, but which is particularly exacerbated among migrants. Nowadays, a project centred on access to housing provides the opportunity to ensure one of the fundamental rights that all individuals should have. Social intervention, focusing on social integration through access to decent housing, begins by fulfilling one of the fundamental rights of individuals, but it also leads to addressing many other aspects of people's lives in a comprehensive manner. Social work must be accompanied by the promotion of autonomy and by facilitating that participants become protagonists of their own process. Individuals should understand that the acquired housing has been a means to achieve full integration and to provide the opportunity to address other aspects such as social and occupational integration, relational and community aspects, or health. Regarding this issue, social support for individuals must address aspects such as individual and/or family economic management, access to necessary public services, integration into the community in which they live, and psychosocial support.



few resources

Rosenberg M.B., (1995) Words are Windows Or They're Walls: A Presentation of Nonviolent Communication, Create Your Life-Production.



This project has received funding from the European Union's Horizon 2020 Research & Innovation program under grant agreement N°101004535.

CONSORTIUM PARTNERS





LOCAL PARTNERS





Communication  
Words are windows  
(or they're walls)

"I feel so sentenced by your words, I feel so judged and sent away, Before I go I've got to know, Is that what you mean to say?" (Marshall B. Rosenberg, 1995)

summary

- 1) Soft skills to undertake mediations
- 2) Few words on NonViolent Communication
- 3) Caring for your team & partners
- 4) Being a social worker within a research-action process

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

binder  
transverse  
feasibility  
implementation

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# Few words on NonViolent Communication

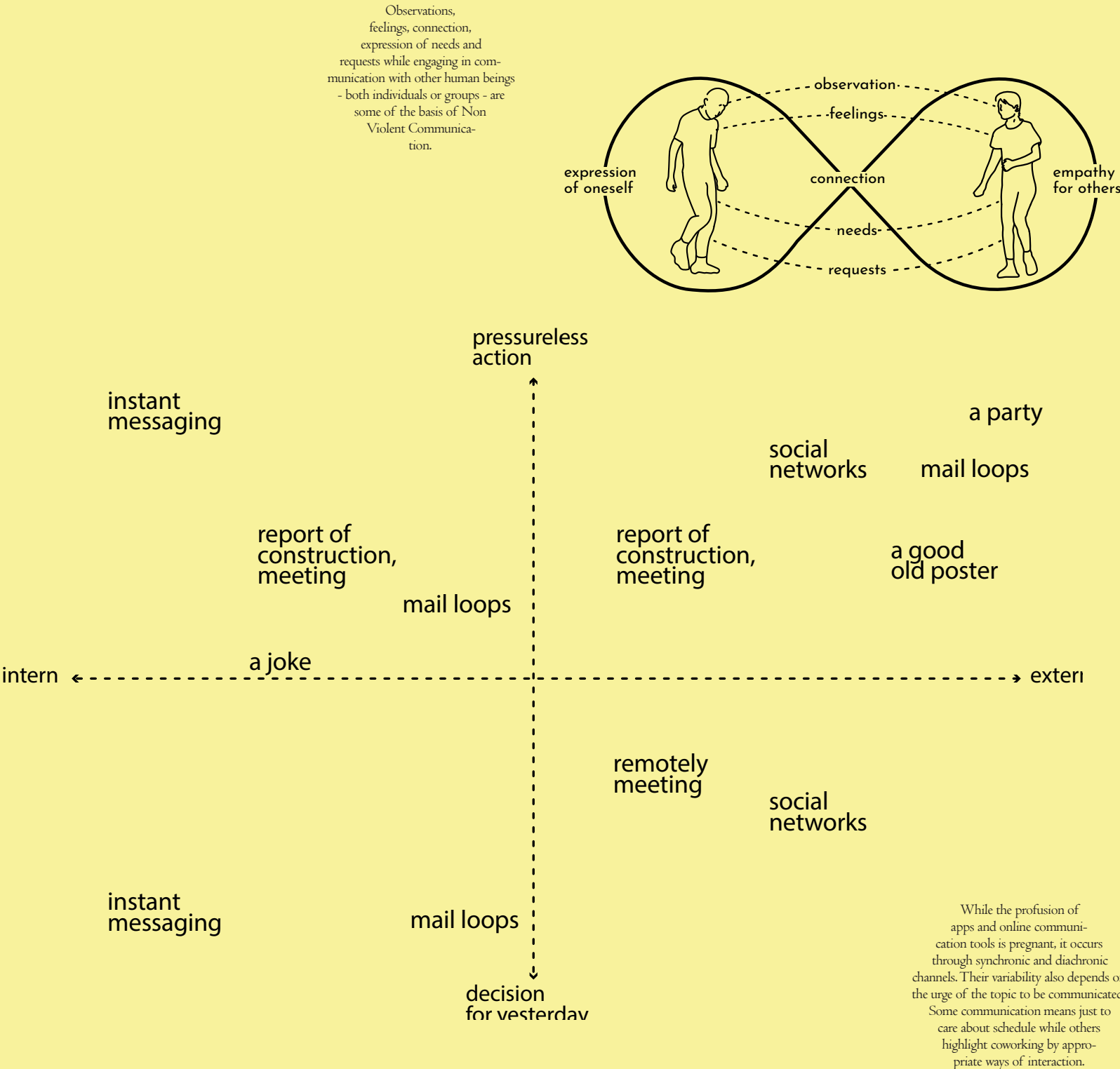
Viviane Vicente, president of Quatorze, France

NonViolent Communication recognises that there are words, ways of listening and saying, that can harm others, as well as oneself, even if the person saying these words does not intend to do so. In this perspective, NonViolent Communication is not a communication tool like any other, whose purpose would be to facilitate exchanges and understanding with the aim of increasing efficiency. It is an art of living in the service of relationships. NonViolent Communication is often reduced to the OFND process, as if it was a pattern to follow in every circumstance, regardless of the context. On the contrary, far from being just a process with four steps, it is a deep and strong philosophy to promote peace in every aspect of life. Being part of the movement of NonViolent Communication is a contribution towards more empathy, more authenticity, more connection. Emotions are great teachers that can lead us to a better understanding. What fascinates me about NonViolent Communication as it was formalised by Marshall Rosenberg, is that it is totally universal: it can be used with every person, independently of their life history, their cultural context, their language. We can only be delighted to contribute to the development of NonViolent Communication in the world.

## Caring for your team & partners

Lucile Fleck, Quatorze, France

Looking for the magic recipe for effective communication with your team members and project partners? Good news: it doesn't exist. However, we can give you a few ingredients: what if "good communication" meant "taking care of each other"? MERGING is also the story of people who come from different organisations reunited together in a common aim towards a fairer world. We know that projects can be challenging, with ups and downs, moments of happiness, success or difficulties and it's important to be, or at least try to be, as attentive as possible to their effects on people. The key word is: "talk". For example by making people laugh or reassuring them to overcome a difficult situation which produces a feeling of unity and well-being. You can also apply the principles of NonViolent Communication based on feelings, bodily effects and empathy to communicate in a good way and go towards better relationships. These are facilitating tools that are easily accessible to everyone and have been used in this research-action project. Also, communication can contribute to the success of a project. Project leaders, at all phases of the project cycle, must ensure not to neglect this aspect by equipping themselves, taking care and striving to foster a pleasant and peaceful environment for each stakeholder. Communicate as a jackal or a giraffe? It's up to you, although it's often better to favour the ruminant over the canine within you.







# Onboarding an inside-out gaze to intersect academia and practice

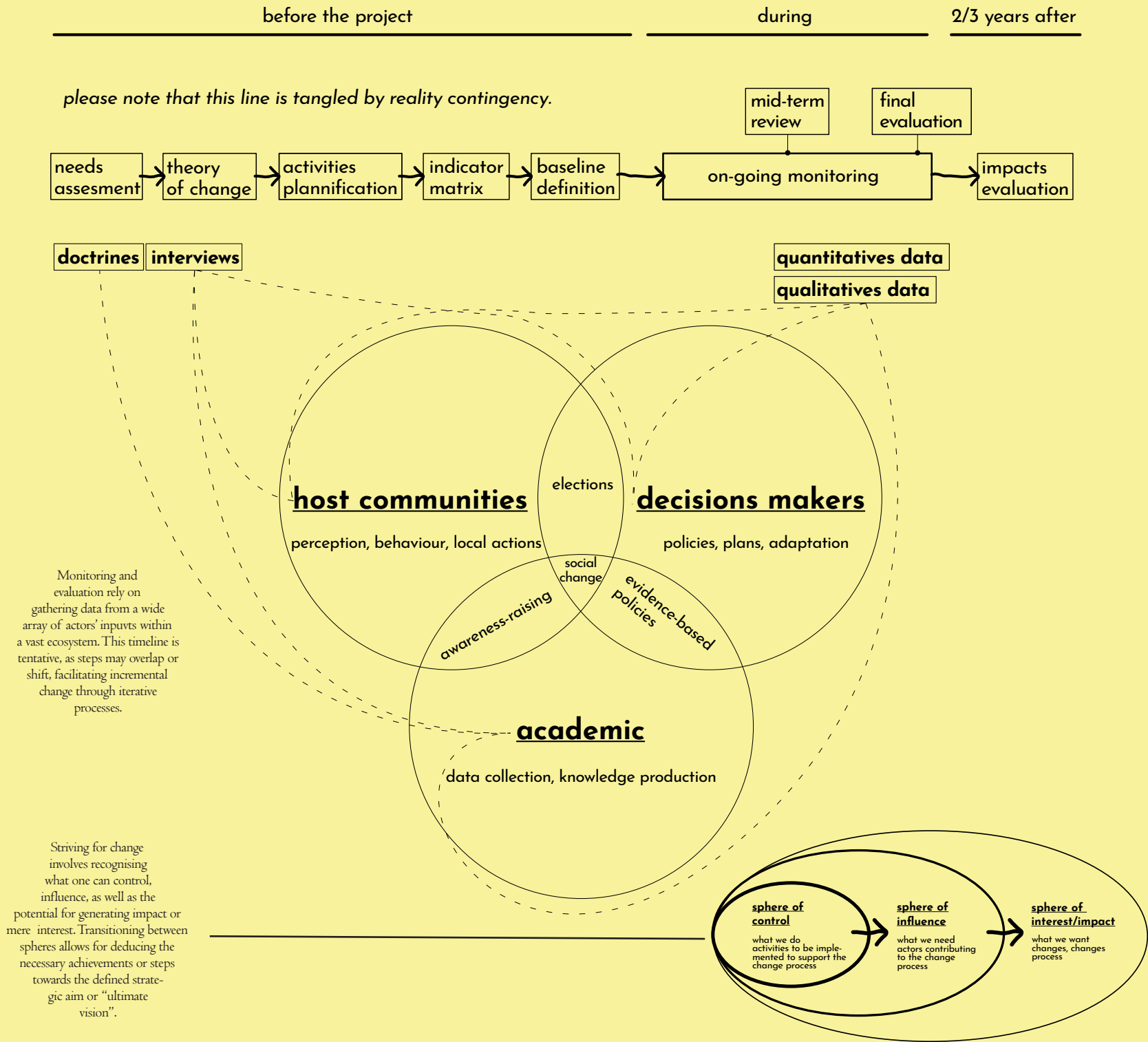
Nancy Ottaviano, Quatorze, France

As an architect and urban planning PhD, I ponder: how can we bridge academia with practice? MERGING provided the ideal platform to delve into this challenging question. To enhance both spheres, the involvement of a dedicated partner in monitoring and evaluation proved invaluable on multiple fronts. Within MERGING, this role was fulfilled by COTA, who has been employing the Theory of Change approach to facilitate exchange among partners. In a world grappling with climate change and social tensions, envisioning a better future is challenging. Yet, COTA's incremental approach to change guided us by establishing a common ground ("ultimate vision") and identifying pathways for change. Through collaborative workshops, online and "on land" partners collectively deliberated on necessary steps, gradually consolidating hypotheses. This groundwork laid the foundation for monitoring and evaluation based on renown guidelines. This is showcasing the value of an internal partner providing a caring gaze to accompany stakeholders in societal and organisational change, a valuable asset for achieving projects dedicated to complex social and societal issues.

## Reflexivity, outside point of view or self-analysis ?

Daniel Millor Vela, Quatorze, France

When undertaking a development project with a reflexive approach, we inevitably delve into methodologies such as Participatory Action Research (PAR). This is especially relevant when dealing with long-term processes through short-term iterations. PAR emphasises collaboration between researchers and participants, encouraging active involvement and collective decision-making. Through PAR, communities become agents of change, gaining insight into their own realities and actively shaping interventions to address their needs. Reflexivity within PAR involves critically examining one's own assumptions, biases, and actions throughout the research process. This self-awareness allows researchers and participants to challenge power dynamics, promote inclusivity, and foster trust within the group. By adopting an outside point of view, individuals can step back from their own perspectives and consider alternative viewpoints, leading to more nuanced analyses and informed decision-making.





Photograph  
of “The Jungle”  
at Calais (France) in  
2015 ©Cyrille Hannape.

## From shelter to home

Nancy Ottaviano, Romain Minod, Quatorze, France

When it comes to housing for migrants, tents and camps are the archetypal images that come to mind in the public mind. If shelter is a necessity that can lead to access to the most basic human rights, it is often the minimum, i.e. not enough. When it comes to migrants’ housing, one might think that “they” (the migrants, the others) have to earn the right to dignity. When it comes to migrants’ housing, one might refuse to imagine it as a home. In a time of increasing social instability and tensions, if not wars, the possibility of a different shared future is crucial. When working on housing for integration, hope must remain a constant beacon. But hope, however good it may be, is not enough. You have to put effort, skills and knowledge into such an endeavour. Let’s face it, turning shelters into homes is not easy. To do so, we as a “host society” may need to step out of that role. Having hosts on one side means having hosted people on the other: it still draws a metaphorical line. Hosted persons do not feel at home: they know they are welcome, tolerated under certain explicit or implicit rules. In order to transform shelters into homes, we as “project holders” must strive for quality housing. Keeping in mind the standards of decent housing for all, whatever their starting point, whatever their administrative status, can be a motivation for action. It is also a struggle along the daily routines of professionals. Creating places that promote integration, moving from shelters to homes, translating needs into spaces is complex. Placemaking is a powerful lever by questioning and inducing a mix of uses translated into functions. Creating well-balanced spaces can lead to a desired common future where social mix isn’t an issue, thus paving the way for integration.



### few resources

Fondation Abbé Pierre & Association Droits et Habitat, (2022), *Habitat indigne droit des habitants*, guide de l’accompagnant, Paris  
Housing Europe (2017), *Social Housing: looking back, moving forward; embracing change to deliver the future*, Conference & minutes  
Pinot G., & Redoutey E. (coords.), (2021), *Démarches de programmation architecturale : de l’usage à l’ouvrage*, Editions du Moniteur, Paris  
Norberg-Schulz N., (1974), *Système logique de l’architecture*, Mardaga, Bruxelles



This project has received funding from the European Union’s Horizon 2020 Research & Innovation program under grant agreement N°101004535.

CONSORTIUM  
PARTNERS



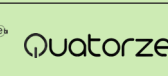
UNIVERSITÉ LYON III  
JEAN MOULIN



Lyon  
Ingénierie  
Projets



UNIVERSITÉ DE  
RENNES 1



Quatorze



UNIVERSITÉ DE  
STRASBOURG



UNIVERSITÉ DE  
LILLE



UNIVERSITÉ DE  
BORDEAUX



MALMÖ  
UNIVERSITY



Social Business  
Earth



UNIVERSITÉ DE  
GENÈVE

LOCAL  
PARTNERS



UNIVERSITETET I  
KØBENHAVN



FLOATING  
LAB  
GOTHENBURG



FIRST TO KNOW  
PROTOTYP  
GÖTEBORG



BOBINI



Svenska kyrkan  
LUNDBY FÖRSÄMLING



Räddningsmissionen



LE FOYER  
NOTRE DAME DES SANGLIERS



MÉTROPOLE  
GRAND LYON



VILLE DE  
LYON 8



VILLE DE  
LYON 8



VILLE DE  
LYON 8



VILLE DE  
LYON 8



VILLE DE  
LYON 8



GENERALITAT  
VALENCIANA



EVha



ENTITAT  
VALENCIANA  
D’HABITATGE I SOL



ENTITAT  
VALENCIANA  
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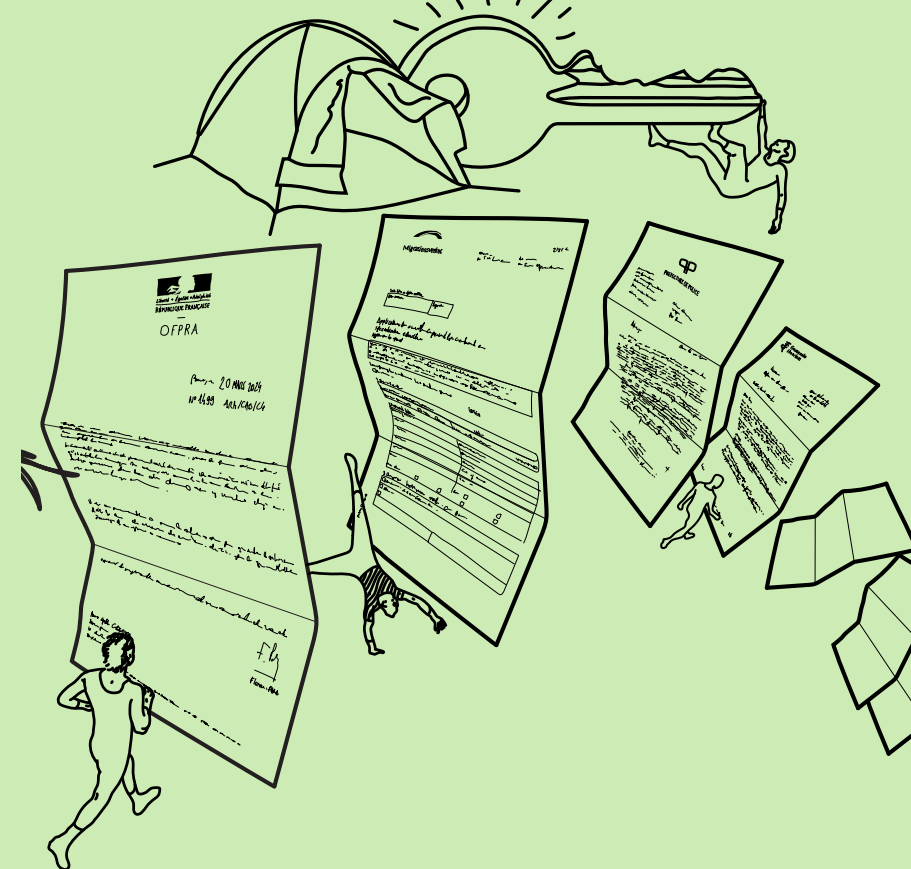
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## Needs & functions

### Spaces intertwining distinct individual journeys

*“Incremental architecture [...] is about enabling a conglomerate that cooperates, that accepts all possible modifications, without judgement on the homogeneity of the whole.”*

(Lucien Kroll, 2013)

### summary

1) From shelter to home

2) Spaces to support being here, together, now

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

binder

transverse

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MERGING A toolkit to develop innovative housing for integration across Europe

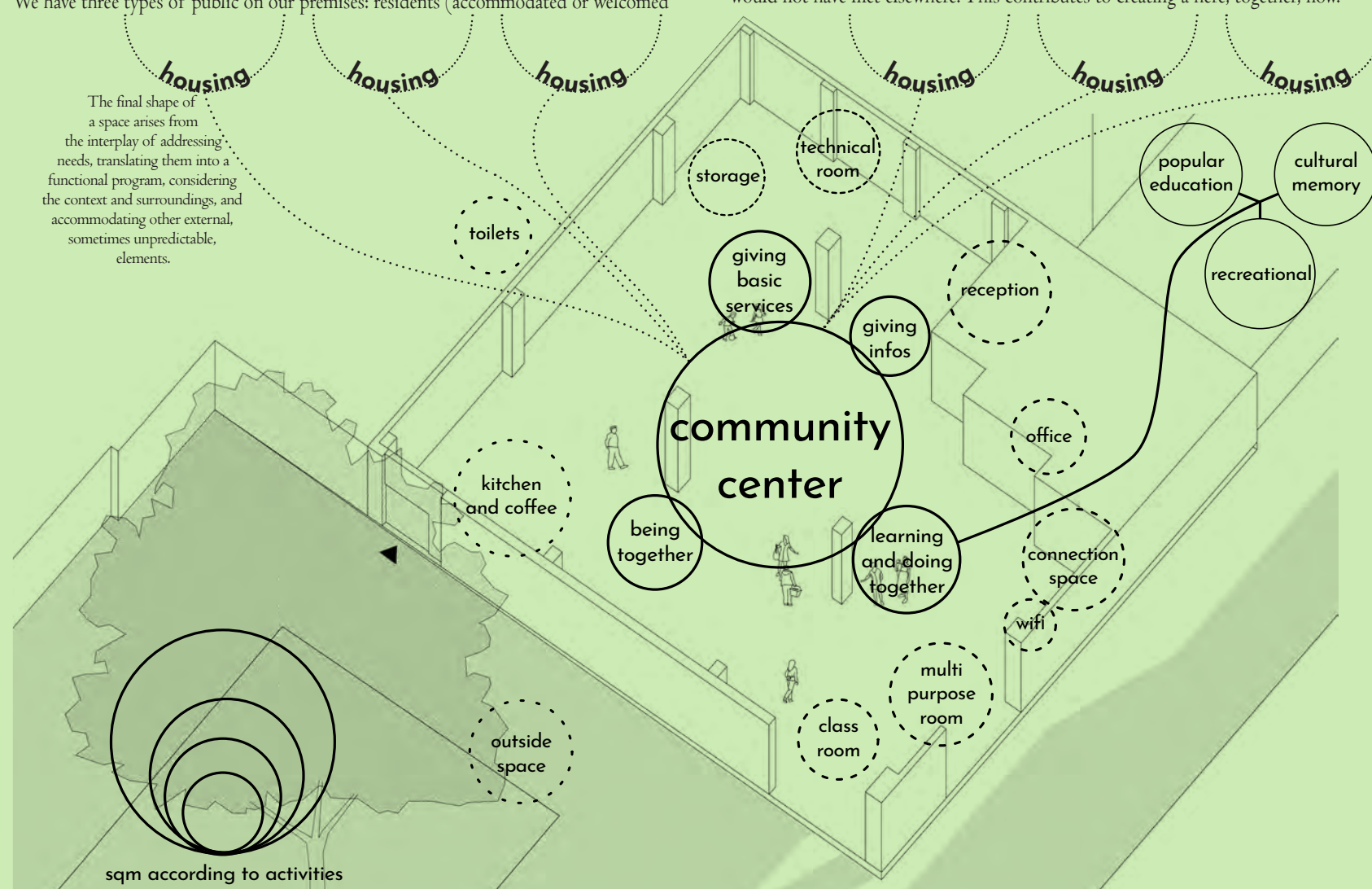
The diagram is divided into two main sections. The top section, on a light green background, features a central cluster of stylized human figures. Radiating from this cluster are ten lines, each pointing to a specific need: 'feeling protected', 'accessing services and amenities', 'being housed decently', 'being an included actor', 'taking part in the community', 'interacting socially', 'being eligible to education', 'accessing economic opportunities', 'exercising one's rights', and 'receiving health services'. These ten needs are collectively labeled as 'generic needs'. A large, curved, dotted line arches over the bottom of this section, containing the text 'housing to support all other needs'.

The bottom section, on a white background, depicts a linear process flow for achieving autonomy. It begins with 'needs assesment' (note the spelling), followed by 'integration strategy', 'social follow-up', 'frequent readaptation' (note the spelling), and finally '...to autonomy'. Each step is connected to the next by a right-pointing arrow.



## Spaces to support being here, together, now

The value of a property depends mainly on its location and the square metres available. The more surface area there is, the more economically viable projects can be developed, providing additional opportunities for encounters. Size plays a crucial role in the ability to implement diverse spaces in a project. In particular, this is crucial for creating a mix of audiences, as it has been effectively demonstrated in numerous projects (for example in Paris: Les Grands Voisins, Les Cinq Toits, Les Amarres). On the other hand, this diversity can be more complex to achieve in smaller spaces: the lack of adequate volume can make it difficult to set up different services such as restaurants, workshops, or more generally spaces for interaction with the public. Yet accommodating a diversity of publics is priceless for projects dedicated to the challenges of social integration and hospitality. We have three types of public on our premises: residents (accommodated or welcomed



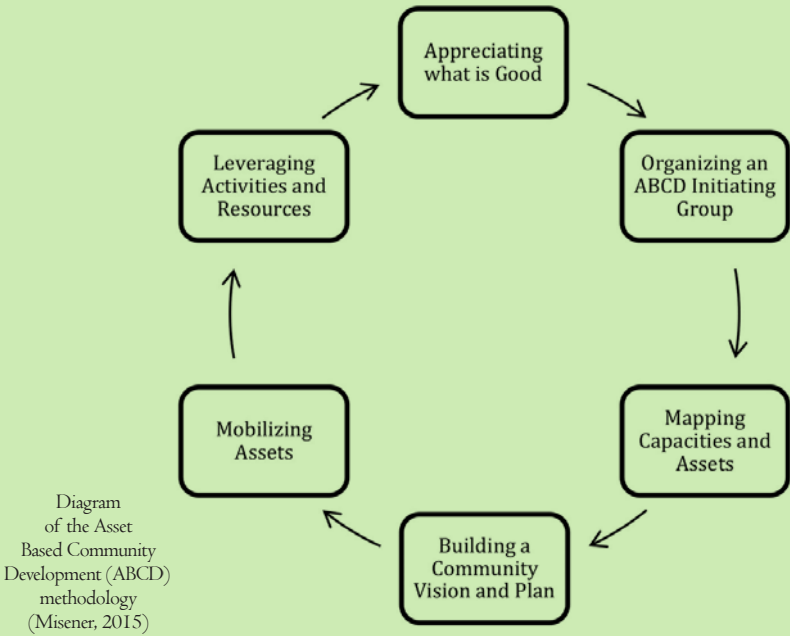
during the day), local professional structures accommodated *in situ* (craftsmen, artists, associations, companies) and external visitors. The aim being to encourage encounters between these different publics. To create a social mix, a functional mix is essential. It fully enhances the usefulness and richness of a place. We should also emphasise the close link with the neighbourhood: integrating players who seem at first sight to be very different not only promotes economic development, but also creates a sense of belonging that strengthens ties and enables people to break out of their isolation. The benefits of these interactions go beyond the financial aspect, as they contribute to the cultural and social vitality of the neighbourhood where the site is located. By encouraging exchanges between the various stakeholders, these spaces become dynamic centres of activity where residents and visitors can meet, exchange ideas and engage in local initiatives and activities. In this way, the value of a place goes beyond its mere physical dimension, and lies in its ability to forge lasting links between people who would not have met elsewhere. This contributes to creating a here, together, now.



Wherever we stand,  
let's reach out for amenities

Nancy Ottaviano, Quatorze, France

What is the effect of location on housing devices dedicated to integration ? Four main criteria have been defined for the locations where the pilot projects would be implanted. These include access to public transportation, access to daily life services, social and cultural dynamism of the neighbourhood. All three converging in the facilitation of an holistic social support. The research conducted in the fundamental phase of MERGING highlighted a trend of relegating migrants to distant and rural areas despite the significant influence of the installation neighbourhood on the rhythm and quality of the integration process. Drawing on Henri Lefebvre's concept of the "right to the city" ; Quatorze's team - mostly composed of architects and urban planners, emphasises the importance of locating housing devices for newcomers' integration near urban amenities, regardless of the project's location within Europe. However, if circumstances dictate otherwise - such as national dispersal mechanisms or other factors, if one finds themselves in suburbia, or in rural areas, access to individual transportation schemes and, more importantly, civil society-based solidarity support become crucial. In the context of global metropolisation, as argued by Saskia Sassen, global cities may indeed appear more "attractive", at least economically. But, in such an era, shrinking cities are being observed. In such an era, rural communities may scream out for a right to existence. Here and there, migratory flows may reveal to be key players in the revival of human territories. If, once upon a time Simmel and Weber affirmed that the "air" of the city makes one free, nowadays one can wonder. Often, social and spatial segregation are deeply bonded and maybe even more in cities. The "right to the city", or more widely, the right to accessing humanities wherever one stands, remains fragile and requires more than ever to be reaffirmed, whether the final beneficiary is a newcomer or not.



few resources

Cormac R., & Joop H., (2024). Working on the Root System of Social Connections in a Community in Qeios, DOI: 10.32388/TD4ETJ

Jacobs, J. (1989). The Death and Life of Great American Cities. Vintage Books. New York.

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Sassen S. (1991), The Global City: New York, London, Tokyo, Princeton Paperbacks, Princeton.

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**CONSORTIUM PARTNERS**

**LOCAL PARTNERS**

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Locations

Here is the place to be,  
the place to root on

*“A powerful community finds its own way through ever-increasing connections of people who exercise their right to freedom of association in order to create a better future together.” (John McKnight, 2024)*

summary

- 1) ABCD methodology and community development
- 2) “I want to be there” : Assessing context
- 3) Wherever we stand, let's reach out for amenities

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
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binder    transverse

feasibility    implementation

# "I want to be there": assessing context

Adèle Azavant, Arthur Clément, Quatorze, France

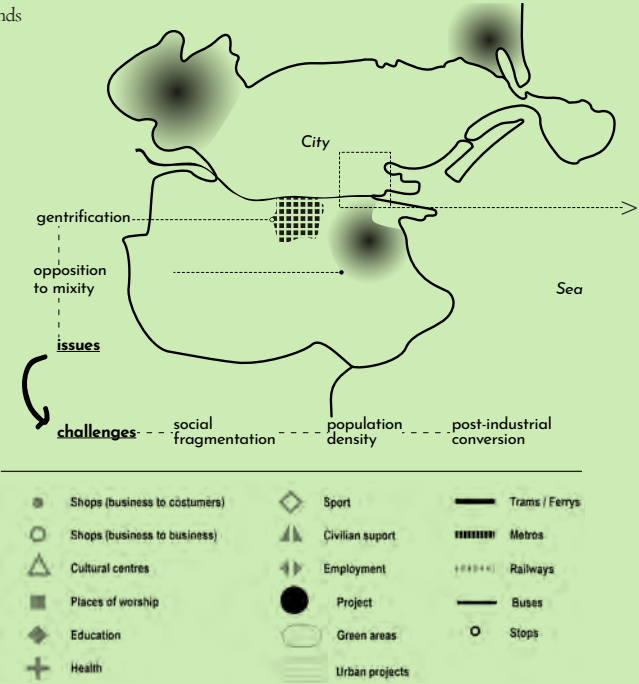
In the context of projects on unfamiliar territories, the absence of prior knowledge of the place creates a singular and stimulating approach for the designer. This situation calls for a thorough analysis, starting with a tabula rasa, to gain an exhaustive understanding of territorial dynamics. Starting from scratch, the designer is encouraged to carry out an exhaustive investigation, enabling a meticulous identification of existing policies, their effectiveness or shortcomings, as well as a detailed apprehension of the territory's specific needs. This analysis, which can take the form of mapping or a directory of players working to help exiles, creates a rich database that can be used to identify the partnerships most conducive to the emergence of projects that meet the needs identified. What's more, the designer's fresh perspective, devoid of the prejudices and stereotypes inherent in prior knowledge of the area, offers an innovative perspective. This perspective makes it possible to import proven know-how and practices from one's own territory, likely to enrich the design process and respond to emerging needs in an innovative way. Beyond the professional aspect, analysis and design in unfamiliar territories offer an enriching personal dimension. It allows the designer to confront new realities, explore unexpected horizons and develop sensitivity to diverse social and cultural issues. This personal experience contributes to intellectual and emotional evolution, nurturing the designer's creativity and commitment to his or her work.

## ABCD methodology & community development

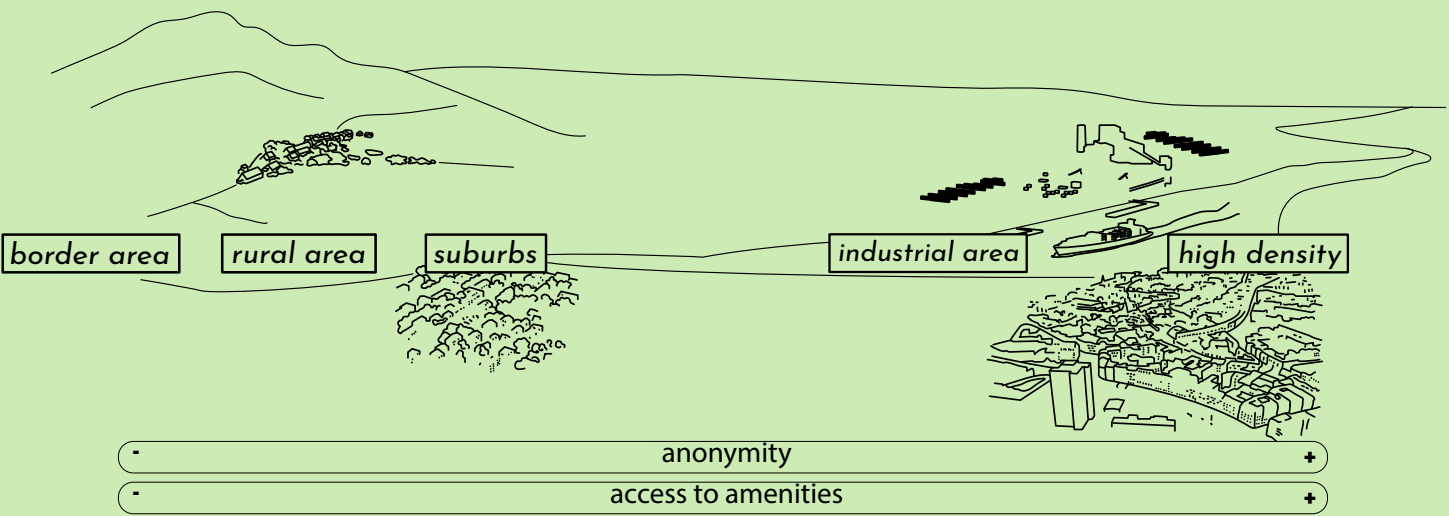
Daniel Millor Vela, Quatorze, Spain

Asset-Based Community Development (ABCD) is an approach to working with communities originating in Chicago (USA) by John Kretzmann and John McKnight, founders of the ABCD Institute, and extended in Europe by Cormac Russell through the organisation Nurture Development. ABCD challenges the traditional deficit-based approach that seeks to address urban and rural development issues by focusing on the needs and deficiencies of ecosystems. ABCD demonstrates that local resources and individual strengths are key to ensuring sustainable community development, allowing people to lead lives of their own choosing. This approach emphasises the identification of connectors, individuals capable of discovering, connecting, and mobilising resources within their environment. By working within the civic space at the pace of trust, professionals can take on the role of community animators, fostering the creation of relationships based on shared desires and, if necessary, addressing individual or common problems. In this way, the community takes control to address its natural function of ensuring its own well-being.

The characteristics of rural areas, cities, or any environment are abundant with both constraints and potentials. It is significant to consider what already exists and how emerging trends influence it.



From the specificities of each context, every type of stakeholder is affected: daily routines must consequently be adjusted. This prompts the development of tailored approaches that promote bridging, bonding, and linking.





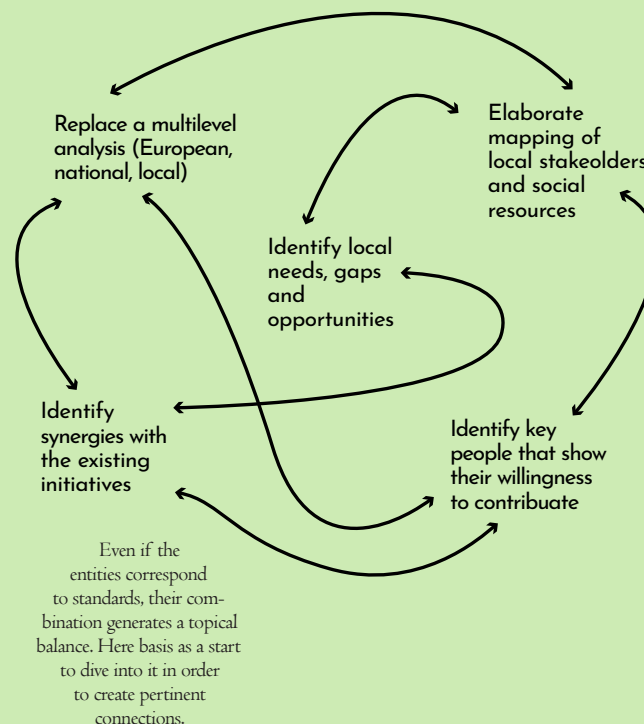
## Create & sustain a partnering dynamic

Marine Liégeois, Foyer Notre-Dame des Sans-Abri, France

The hiring of a site animator aims to create a dynamic of openness to the neighbourhood by bringing together local stakeholders around the project. With a communicative profile and experience in partnership building, he/she acts as an interface between life on the site and the outside world, creating inter-actor synergies around various activities and events. This role encourages the participation of residents in the project construction and on-site activities on one hand; and the involvement and participation of neighbours and local structures (associations, local authorities, social partners) in the project in order to make it a flagship welcoming place in the neighbourhood on the other hand.

The activities taking place in the common space of COCON-MERGING (on Lyon, the yurt and community garden) will be varied (crafts, cultural, artistic, linguistic, culinary activities...) and will mainly stem from the desires of the residents, neighbours, and partner associations.

Building a network of committed neighbours and partners is intended to have multiple impacts. Firstly, it facilitates intercultural encounters between exiled individuals and neighbourhood residents. Secondly, it creates social ties among all residents. Thirdly, it strengthened a spirit of mutual support in the neighbourhood and around the project. Fourthly, it facilitates access for residents to public services (activities of the MJC, social centre, services of the CCAS, etc.). Lastly, it helps them in understanding local support systems and structures and reinforces the social and cultural integration of residents through cultural and linguistic activities offered on-site, between residents and neighbours.



### few resources

Czischke, D. (2018). Collaborative housing and housing providers: towards an analytical framework of multi-stakeholder collaboration in housing co-production, in *International Journal of Housing Policy*, 18(1), pp. 55-81.

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Latour B. (1991), *Nous n'avons jamais été modernes*, Editions de la Découverte, Paris.

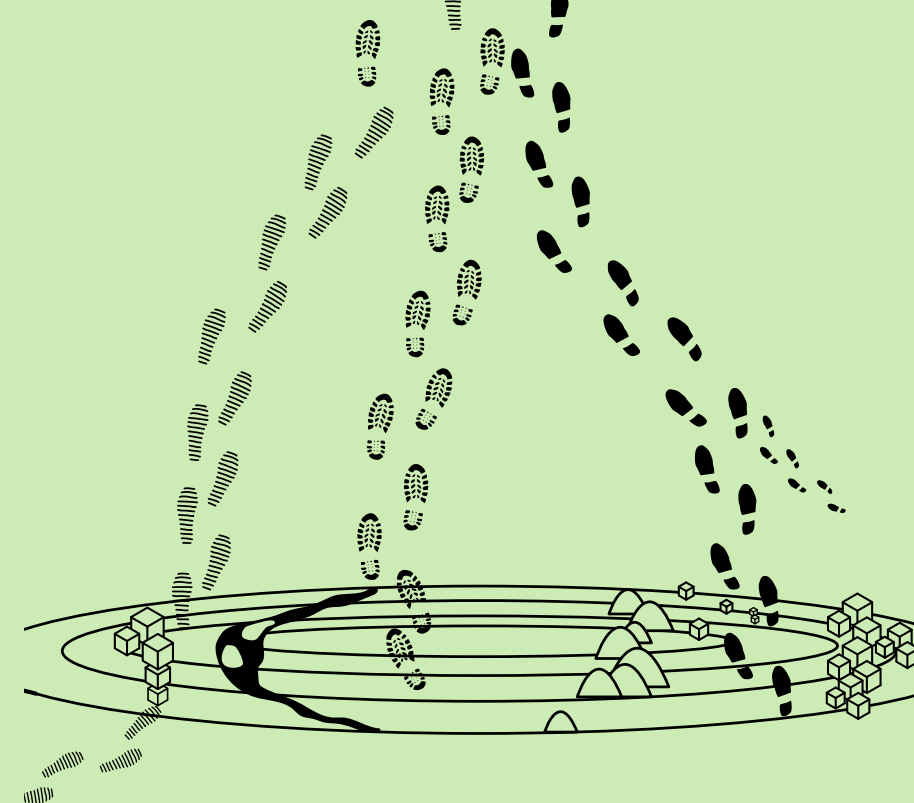


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## Actors

### Looking out for partners, allies with whom to stroll along

*“We need to move beyond reductionism and embrace the complexity of the world.”* (Bruno Latour, 1991)

### summary

- 1) Create and sustain a partnering dynamic
- 2) Maps of involvements: from actors to stakeholders

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	<b>f.9</b>	i.14
b.1			b.2

binder transverse  
feasibility implementation

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MERGING A toolkit to develop innovative housing for integration across Europe



# Maps of involvements: from actors to stakeholders

Nancy Ottaviano, Quatorze, France

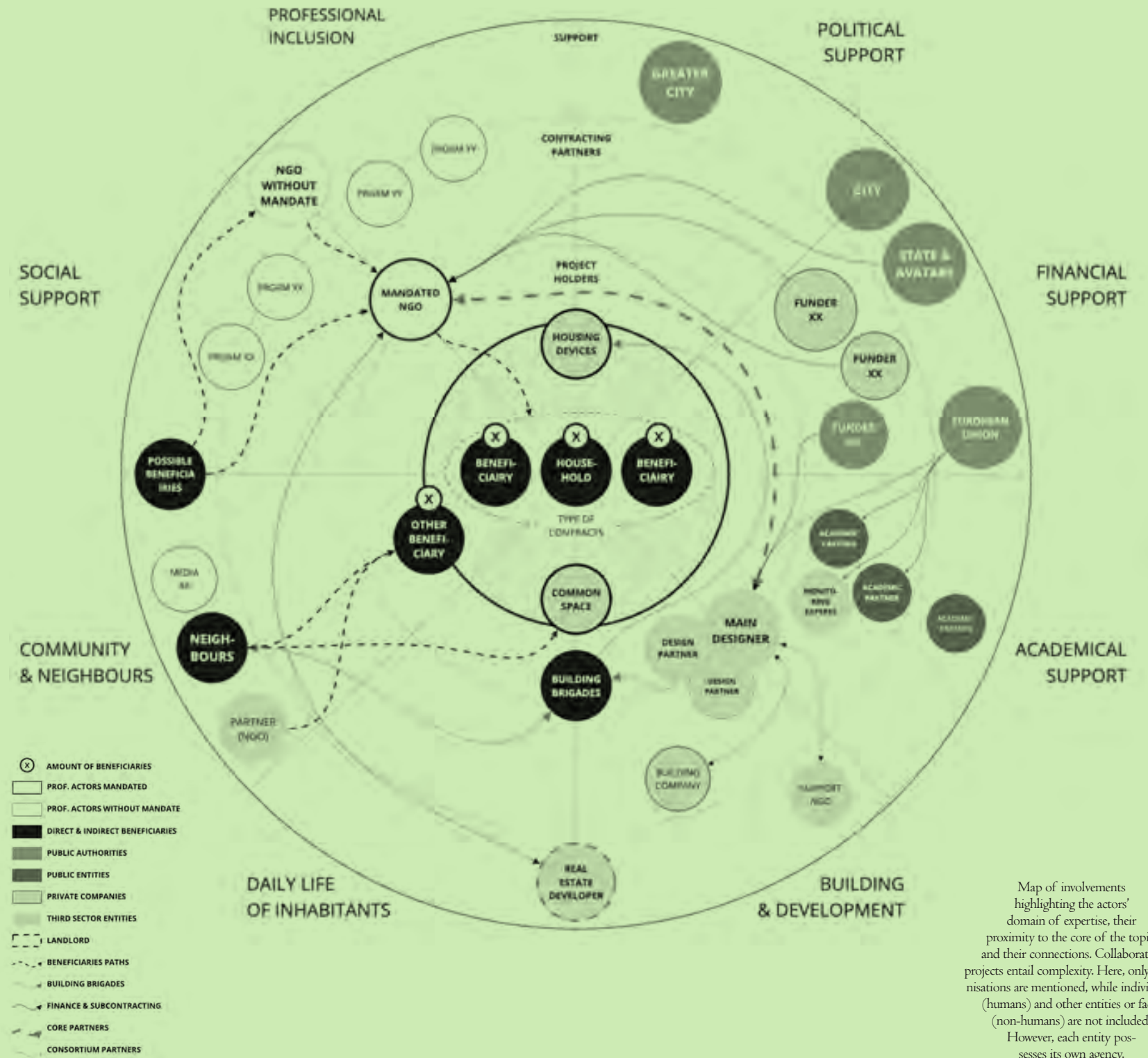
Mapping the actors who take part in a project serves multiple purposes. It provides clarity regarding their agencies and how they may become stakeholders.

To comprehend ecosystem organisation in housing for integration projects, as suggested by UJML and the University of Rennes who contributed to the 2nd work package of MERGING (D2.3a report), one can use Czischke's (2018) matrix, which categorise stakeholders into three layers: 1) Local stakeholders who exert significant influence locally by knowing their close environments and controlling key resources; 2) Regional stakeholders who facilitate refugee housing access at this scale; 3) National stakeholders who operate nationally or across regions, often indirectly impacting access to housing. In this matrix, six types of actors can be identified: professional actors mandated by the government, professional actors operating without official mandate, confessional associations, civil initiatives, professional activists, and other types of actors.

Based on this conceptual framework and previous experiences, Quatorze proposes a singular way to map the involvements of actors in projects.

Here, the stakeholders are classified and distributed by skills (domains of professional scrutiny) as well as layers of involvement: from support to contractualized partners to project holders, all gathered around the beneficiaries. These maps highlight the connections between actors thus emphasising their respective connections. The proposal includes to qualify the links among them. This visualisation, if updated at various stages of the project developments, supports effective coordination and collaboration. It can also help identify missing actors. Additionally, it allows project holders to understand the dynamics at stake in their proposal between top-down and bottom-up approaches. Therefore, actors' maps progressively reveal how decisions are made and implemented and how the ecosystem needs to be adjusted.

Thus, mapping actors promotes holistic integration efforts to ensure sustainable inclusivity.

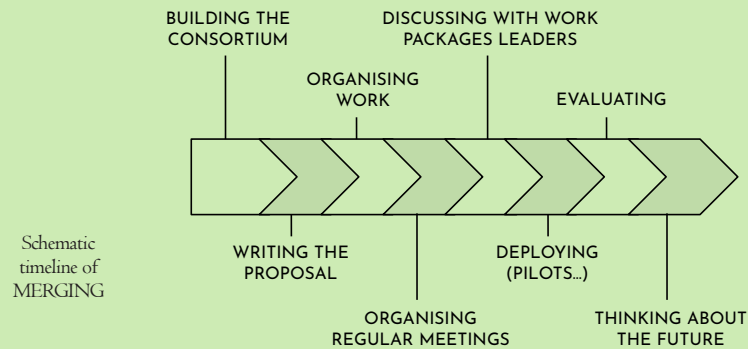


Map of involvements highlighting the actors' domain of expertise, their proximity to the core of the topic, and their connections. Collaborative projects entail complexity. Here, only organisations are mentioned, while individuals (humans) and other entities or facts (non-humans) are not included. However, each entity possesses its own agency.

Managing a multisectoral consortium

Catherine Mercier-Suissa & Noémie Dominguez, UJML, France

Running an H2020 project is an ambitious objective that requires the good and permanent collaboration of each member of the consortium (in our case, 10 teams from 6 countries: 6 academic and 4 from the private sector). Working as a European and interdisciplinary consortium implies to take in consideration the articulation of different methodologies, technical vocabularies and working habits – that can lead to misunderstandings since each discipline has its own specificities, and partners have their own agendas and challenges to face. We tried to manage all these elements to ensure an effective and collaborative work dynamic. Regular online and face-to-face meetings have been organised with and between our partners to this end. Besides building the team, these communication efforts made it easier to share information and move in the same direction. We created different spaces and opportunities to work collectively from the elaboration to the end of the project. Hence, collegial activities have been done through several opportunities, as illustrated below. The governance modalities, - as set out in the General agreement - have been respected regarding the frequency of General Assemblies (GA), held every six months. GAs offered regular opportunities to share information, discuss specific aspects of the pilots’ implementation - ensuring the consortium vitality. Decisions have been taken based on a consultative approach (period of extension, budget reallocations, end of the project...). Sharing the same vision and the same interest in understanding how housing can impact positively integration ensured the success of the project. Consortium integrated local partners (NGOs) at different stages of the project and gave them the opportunity and the legitimacy to be fully part of the dynamic.



Managing a collaborative European project

Anne-Cécile de Giacomoni, Lyon Ingénierie Projet, France

Structuring the project governance is an essential part of managing a collaborative European project. The steering committee, made up of the task’s leaders, is responsible for coordinating the scientific and technical work of each task, and then, at regular meetings, for reviewing the progress of the work, reporting problems, making suggestions for adjustments, and ensuring coordination with the other tasks of the project. The General Assembly, made up of a representative from each partner, meets every six months, or more frequently, if necessary, to ensure that all partners receive the same level of information on the basis of elements reported by the steering committee, and to involve them in the decisions to be taken. The diversity of partners, in terms of status, experience and disciplinary specialties, enables enriching exchanges between at different levels of governance, and ensures that decisions are taken in a way that may take time, but is supported by the vast majority. Recording decisions in the minutes ensures traceability and is an important steering tool for the coordinator. The coordinator, thanks to his/her bird’s-eye view, smoothes interactions between partners, and can play the role of referee when necessary.

few resources

Bacqué M.H., & Biewener C. (2015), L’empowerment, une pratique émancipatrice ?, La Découverte Poche / Sciences humaines et sociales  
Bromell D., & Hyland M. (2007) Social Inclusion and Participation: A Guide for Policy and Planning, Ministry of Social Development

INTEGRATION FOR MIGRANTS

This project has received funding from the European Union's Horizon 2020 Research & Innovation program under grant agreement N°101004535.

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VILLE DE LYON 8

L'ATELIER DES PASSIFLOR

evolem

GENERALITAT VALENCIANA

EVho

ENTITAT VALENCIANA D'HABITATGE I SOL

València Acull

COOP  
ESKEM

QUIDAM

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Governance  
Let’s dance together as with each twirl and spin, we find our way

“We owe the concept [of *gouvernance*] to Plato who was the first to use the Greek word *kubernáo*, meaning to steer a ship, metaphorically, in the context of steering Men.” (ICPS, 1997)

summary

- 1) Managing a collaborative European project
- 2) Managing a multisectoral consortium
- 3) Empowerment and participation within governance

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

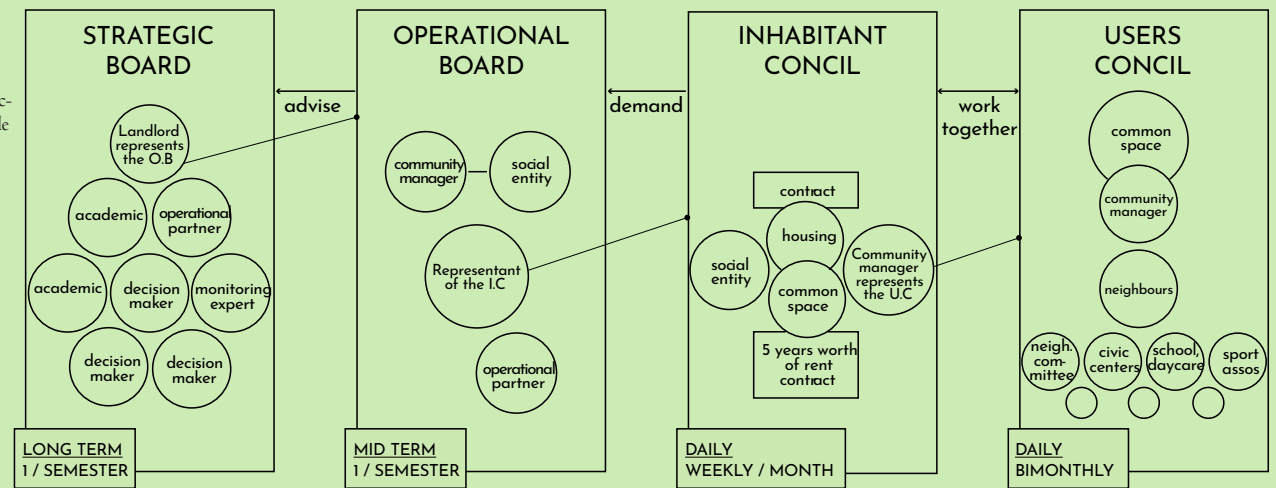
MERGING A toolkit to develop innovative housing for integration across Europe

Nancy Ottaviano, Quatorze, France

Empowerment stands as a prominent concept within the realms of international cooperation, development, and social services. It denotes a transformative trajectory directed at mitigating disempowering elements, including gender biases, racism, economic disparities, disability, and ageism. It involves restructuring power dynamics and deconstructing systems of domination. Empowerment inherently opposes relationships rooted in “power over” which are defined by dominance and exploitation. It stands among a cluster of relatively similar ideas such as participation, social inclusion, well-being, social development, social capital, social connectedness, social cohesion, or even nation-building (Bromell, 2007). It is about the relationships between individuals and groups, and their ongoing, participating in and contributing on their own to our common life in families, communities, and society as a whole.” (p. 11). Such processes tend to produce collective empowerment while allowing communities to identify common issues to which they can propose and give common answers. How do such processes occur? In the Valencian pilot project *Living with Dignity*, inhabitants assemblies play a crucial role in community participation and commitment. In Lyon’s *Le Refuge*, the site’s design aims to cultivate an environment conducive to resident participation. This participation, in turn, is supported from accompanying practices that depart from traditional social work approaches. According to the head of social services at FNDSA, it aligns with Housing First philosophy, which views housing not merely as an end goal but as a means to support individuals. Therefore, empowerment is a transformative process not only for beneficiaries but all the stakeholders gathered in housing for integration projects.

Roles and rhythms are delineated and harmonised through representative functions to construct equitable decision-making processes.

This table is crafted to facilitate the distribution of responsibilities among the entities promoting the initiative, clarifying the individuals or organisations committed to executing associated activities, ensuring the fulfillment of all commitments.

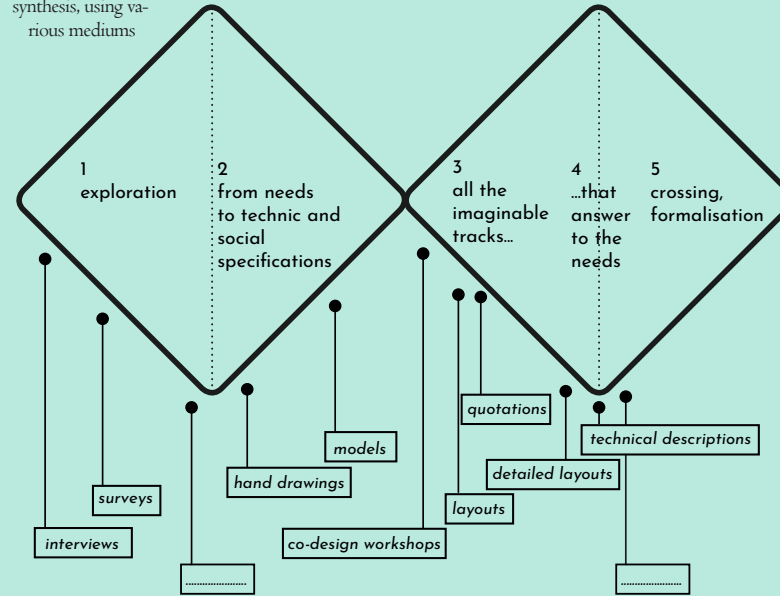
[illegible]



## Co-design, a multiplier for participation

Catherine Mercier-Suissa, UJML, France

Enhanced representation of a design process, involving a cyclical exchange of ideas and synthesis, using various mediums



### few resources

Bruce J.A., (2023), Participatory Design and Social Transformation Images and Narratives of Crisis and Change, Routledge, London & New York, ISBN: 9781032305080

Simonsen J., & Robertson T. (eds.), (2023), Routledge International Handbook of Participatory Design, Serie Routledge International Handbooks, Routledge, London & New York, DOI: 10.4324/9780203108543



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## Design & codesign

### Crafting futures hand in hand, together we stand

*“Participating [...] is collaborative and co-creative rather than extractive. Together, participants engage in embodied learning for new ways of knowing.”*

(Bruce, 2022)

### summary

1) Co-design, a multiplier for participation

2) Architectural democracy: Harnessing collective wisdom for urban renewal

3) Co-creating urban and rural small house villages

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

binder transverse  
feasibility implementation

**MERGING** A toolkit to develop innovative housing for integration across Europe

## Architectural democracy: Harnessing collective wisdom for urban renewal

Daniel Millor Vela, Quatorze, Spain

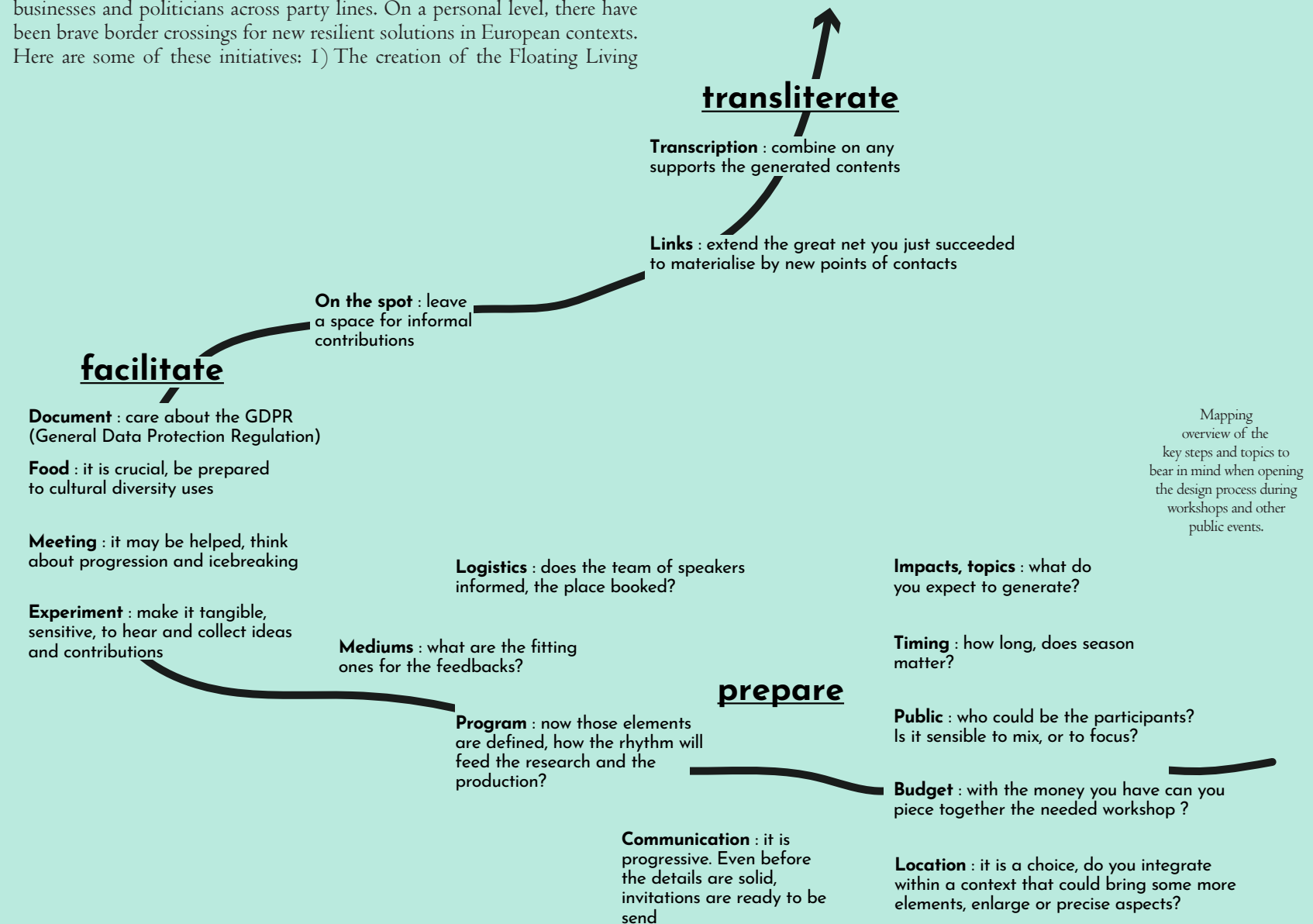
Preparing beneficiaries for participation in a project is crucial for its success. By ensuring access to information and opportunities through regular permanences, professionals can establish meaningful relationships and identify strengths within the community. Assemblies and participatory workshops further encourage attachment to specific working groups, fostering exchange and collective decision-making. This open process of design not only empowers beneficiaries but also promotes social inclusion and democracy. Opening up the process of design benefits the project in various ways. By incorporating diverse perspectives and expertise, it leads to more innovative and holistic solutions. Moreover, it fosters a sense of ownership and pride within the community, enhancing the sustainability of the project in the long term. As Alberto Rubio Garrido highlights, architecture becomes a social fact when it attends to the rules proper to it. In the context of architectural and urbanistic projects, this means prioritising the well-being of the community. Participation, democracy, and social inclusion are further facilitated through co-conception as a sharing tool. Formative constructions and community activities serve as spaces of transformation and learning, where local skills are valued, and collective decisions are made. The aesthetic dimension of resulting spaces not only enhances the quality of life but also becomes a performative element of community life. This approach, grounded in the Sense of Coherence, according to the Salutogenic Theory, promotes health and well-being by fostering a sense of coherence and meaning within the community.

## Co-creating urban and rural small house villages

Dan Melander, Floating Lab Gothenburg, Sweden

A spring of new initiatives with a European perspective has blossomed from the MERGING project's pilot in Scandinavia's largest port city of Gothenburg. Something that in practice has inspired circular and democratically inclusive community building for new urban, peri-urban and rural inclusive small house and "Tiny House" villages. It is beautiful to see how new social processes have been created between committed residents, non-profit associations, businesses and politicians across party lines. On a personal level, there have been brave border crossings for new resilient solutions in European contexts. Here are some of these initiatives: 1) The creation of the Floating Living

Lab for new circular, climate-smart and socially sustainable built floating areas. 2) Proposals for new common regulations and recommendations for floating residential areas for ports, canals and rivers in Europe. 3) Develop new forms of climate-smart mobility and transport on urban waterways for such areas. 4) Development of inclusive peri-urban and rural single-family and Tiny House areas linked local cultivation for subsistence and commercial local production of food. 5) Development of centres for recycling and circular co-creation in the construction of small houses / Tiny Houses in close cooperation with the municipalities recycling centres.





Adèle Azavant, Arthur Clément, Quatorze, France

Beyond the professional aspect, analysis and design in unfamiliar territories offer an enriching personal dimension.

Overcome these challenges, it is essential to have local workers or an in-house person who can ensure regular monitoring in the field. This physical presence not only ensures effective monitoring of work progress, but also facilitates communication with local workers and suppliers. Fostering close collaboration between remote and local teams, it is possible to overcome distance-related obstacles and ensure the success of the project as a whole. In short, while remote control undeniably represents a challenge when it comes to site monitoring, it can be overcome through meticulous organisation and close collaboration between the players involved, on both a technological and human level.

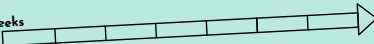
**PROJECT'S NAME** - object of the operation

address \_\_\_\_\_ location date \_\_\_\_\_

status	entity	representative			P	R	E	D

Present Represented Excused Diffused

**weeks**



**extension and important dates**

date - object  
date - object  
date - object

**invoicing**

date - object  
date - object  
date - object

**monitoring**

object	picture	commentaries
object	picture	commentaries
object	picture	commentaries
object	picture	commentaries

**acceptation of the reports**

The non-reception of written observation about the report content within two days is considered as fully accepted by its addressees. The decisions pertaining to the technical execution is remitted to the project manager.

Hou J. (ed.), (2010) *Insurgent public space, guerilla urbanism and the making of contemporary cities*, Routledge, London & New York, ISBN: 978-0-415-77966-1



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Räddningsmissionen  
Svenska kyrkan   
LINDBY FÖRÄMNING

MÉTROPOLE  
GRAND LYON

PRÉPRIÉTÉ DES POSSIBLES

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D'HABITATGE I SÒL



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**MERGING** A toolkit to develop innovative housing for integration across Europe

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

transverse

## implementation



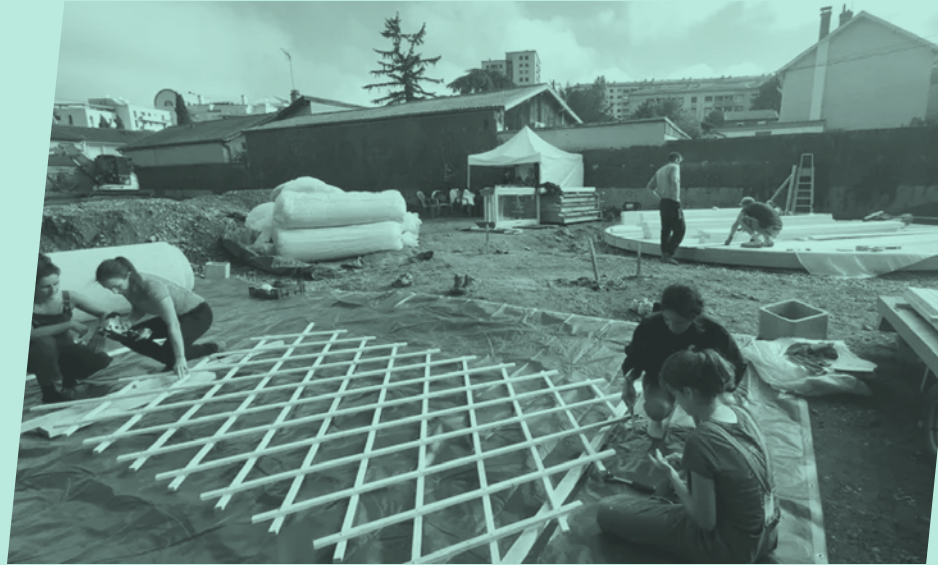
## Beautiful building brigades

Erik Berg, Egnahemsfabriken, Sweden

The way in which one chooses to approach a building project has far reaching social implications. If we consider the practical act of building as an opportunity to create a “social experience”, then the project immediately becomes magnitudes more value-creating in many different dimensions. When building socially, i.e. with volunteers organised in building brigades, the project stimulates learning, self-esteem, and cross boundary relations. It boosts social inclusion and trains people in practical collaboration – ultimately it becomes a way to grow a more resilient, capable, and socially integrated local society. To do building projects in this manner requires a different approach than the professionalised, top-down one that is typical in modern “industrial building”. In the “social building-way” the project has to make room for a group of participants with often very diverse backgrounds and perspectives, where each participant can contribute different things, but also have their different limitations. The professional leaders (we call them “building pedagogues”) must be willing to work with amateurs. The leaders must constantly share their knowledge and be one step ahead in finding suitable tasks for everyone. The building process will be slower at first, but after a while the group picks up speed and can become quite efficient. At times even more efficient than a team of professionals, because the participants can have a higher level of motivation. I’ve been hosting this kind of building projects with volunteers since 2004, and since 2018 within the framework of the cooperative Egnahemsfabriken (loosely translated “Build your own home factory”). I can safely say that the benefits of building socially far outweigh the challenges and limitations, BUT it requires a shift of focus. Not just: when can this building be done to the lowest cost and highest profit, but instead, how can we turn this project into a social experience that improves the built environment AND the people that participate?



Participatory construction is both a joyful and perilous endeavour. To ensure everyone’s safety, certain requirements must be considered: gathering the appropriate number of participants per professional builder, providing personal safety equipment, establishing visible construction site accommodations, ensuring clear access and designated spaces for supplies and materials, as well as dedicated working areas. Before commencing work, participants receive detailed construction instructions, and at the beginning of each session, warming up exercises are essential for preparation, while at the end, allowing time for conviviality adds to the overall enjoyment.



## Four wheel drive architects, opening up the process of construction

Ruben Salvador Torres, Perrine Jonchères, Quidam, France

Enlarge the construction process of an architectural project yields a range of significant benefits that surpass mere aesthetic and functional considerations of physical structure creation. Architecture, as we understand it at Quidam alongside with our colleagues at Quatorze, wields the power to influence society and promote positive change, thereby transforming our cities and communities, always starting from the human scale and end-user perspective. Constructing this framework of transformation involves a multifactorial process that extends beyond the discipline of architecture alone. The benefits are manifold, including the creation of inclusive and sustainable spaces with a strong social impact, both from an ecological standpoint and in their long-term appropriation. By fostering collaboration, creativity, and experimentation, we can elevate the built environment to craft a future centred on networks mindful of care and ecology, more dynamic and resilient to ensure the well-being of future generations.



## Learning construction sites: conviviality

Pierre-Antoine Phulpin, Être Éco Lié & LABI4, France

Common projects arise from shared stories that one can tell and pass on. Whether we’re talking about inclusive training or participative workcamps, the construction material is first and foremost human. The construction itself becomes merely a pretext for working together. This approach seems particularly well-suited to project processes like MERGING. I had the pleasure of leading two training sessions at the LABI4 [training centre coordinated by Quatorze], as well as the fabrication and assembly of the yurt installed in Lyon.

During the training sessions at the LABI4, I observed the connections formed between career transition participants and refugees, through shared gestures and efforts, international meals, empathy, and understanding beyond language barriers. I know that, for some people, these bonds have lasted, and at the very least, these moments have opened a cultural window onto the refugee situation, and vice versa. The purpose of the built achievements about welcoming refugees gave a significant meaning to the initiatives and it fostered a strong sense of unity.

I made the same observation during the building of the yurt in Lyon, which brought around forty people together over more than a month and a half with a mix of genders, ages, and skills. Moreover, this project provided a platform for sharing learning practices, intense human interactions and to experiment alternative ways of working together. For those who participated in the installation the investment took on a profound meaning. It was a time for residents of the neighbourhood, research teams and construction crews to come together. Beyond just setting up the yurt, this period involved mediation on the what, how, and why of this original project, in other words, on its very meaning. It allowed us to listen, to include, to allay fears where they existed, and above all to unite people even before the activities got underway. I think this kind of dynamic is very welcome and desirable for integration projects and I hope to see more of them carried out in this way!

“Affordability”, a definition related to housing

Christophe Verrier, Re-Dwell Network & PACTE, France

Housing affordability pertains to the capacity of a given household to pay their rent or mortgage in relation to their financial means. Considering the criticism of the concept when viewed as a strict ratio rule between income and housing expenses (Hulchanski, 1995), it may be useful to focus on the relational nature of the concept and as a way to analyse the relationship between different processes. As Whitehead (2007) contended, affordability is a composite of three main parameters: 1) housing cost, 2) household income and 3) direct state interventions (or third-actors) playing on the previous two factors, for instance by improving one’s capacity to pay through direct payments or by reducing housing costs through subsidised housing. Considering the current trend towards unaffordability in European cities [...], the concept is particularly useful to understand the interplay of factors that both favour rising housing costs—through financialization (Aalbers, 2016), gentrification (Lees, Shin and López Morales, 2016), and entrepreneurial urban policies — with those that enable the stagnation of low- and middle-incomes, namely Neoliberal globalisation the precarization of work and welfare policy reforms. The “hard reality” behind one’s home affordability can therefore be construed as the result of a complex interplay between large-scale processes such as those enumerated above, behind which lie the aggregated behaviours of a multitude of actors; from the small landlord to the large investment firm seeking to speculate in global real-estate markets, from the neighbourhood association protecting tenants from evictions to national governments investing (or divesting) large sums of money into housing programs. The conceptual strength of affordability lies in its capacity to scrutinise a wide range of complexly interconnected phenomena, which, ultimately, greatly affect everyone’s quality of life.

few resources

Aalbers, M. (2016) The financialization of housing: A political economy approach. (Routledge studies in the modern world economy). London: Routledge.  
Housing Europe (2024), European Manifesto to Lead the Way out of the Housing Crisis, URL : <https://bit.ly/49nzuHt>  
Hulchanski, J.D. (1995) ‘The concept of housing affordability: Six contemporary uses of the housing expenditure-to-income ratio’, Housing Studies, 10(4), pp. 471–491.  
Lees, L., Shin, H.B. and López Morales, E. (2016) Planetary gentrification. (Urban futures). Cambridge: Polity.  
OCDE (2023), Brick by Brick (Volume 2) : Better Housing Policies in the Post-COVID-19 Era, Éditions OCDE, Paris, <https://doi.org/10.1787/e91cb19d-en>.  
Whitehead, C.M.E. (2007) ‘Planning Policies and Affordable Housing: England as a Successful Case Study?’ Housing Studies, 22(1), pp. 25–44.



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Rental management Listening to a breathing organism

“Decent, affordable housing is essential for people’s well-being and for a sustainable and inclusive economy.” (OECD, 2023)

summary

- 1) “Affordability”, a definition related to housing
- 2) Empowering families through progressive rent payment strategies
- 3) Promoting intercultural participatory shared housing
- 4) European Manifesto to lead the way out of the housing crisis

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2



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# Empowering families through progressive rent payment strategies

Julia Checa and Angela Rolania, València Acull, Spain

In terms of work promoting progressive rent payments, the personal circumstances of each family and an economic analysis of the entire household must be taken into account. It should be acknowledged that individuals already have some understanding of what it means to pay rent. However, a line of work can be created within their autonomy process, establishing certain criteria and intervention plans to promote household and family economic management while fostering savings. [...] Families should view this process as a tool for achieving economic independence and improving their quality of life, rather than as an imposition or control, as otherwise, the intervention could be compromised. Therefore, it could be argued that the process of working towards progressive rent payments provides the tools for an intervention process to be successful, allowing families to achieve a better quality of life in all areas.

## Promoting intercultural participatory shared housing

Simon Guibert, Collocations Caracol, France

The Caracol shared housing offers an intercultural and supportive environment between refugees and local individuals (students, young professionals, unemployed individuals, career changers, retirees, etc.) by occupying vacant accommodations. Our social project aims to create affordable and high-quality housing opportunities for youth by mobilising and using vacant and available real estate resources. The second objective of the social project is to create spaces for community living and diversity. Caracol offers a resident journey that allows individuals to meet and choose each other before living together, to take ownership of the shared housing project through collective activities such as communal living agreements and participatory construction projects, aiming to involve everyone equally in shaping the collective future. Hereby, the innovation proposed lies in combining participatory housing that promotes autonomy with some professional and social support to facilitate upward trajectories.

HOUSING CONVENTION

Between,  
the association ...  
the beneficiary ...

Article 1 - Object

	surname	name	date of birth
isolated			
parent 1			
parent 2			
child 1			
child 2			
child 3			
child 4			
other, precise			

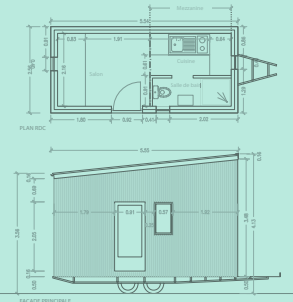
Article 2 - Duration  
Article 3 - Extension  
Article 4 - Welcome and accomodation conditions  
Article 5 - Respective commitments related to welcome and accomodation  
Article 6 - Objectives of the caring ans services offered  
Article 7 - Financial contribution  
Article 8 - Inventory of fixture  
Article 9 - Term of the contrat and termination  
Article 10 - Review procedures  
Article 11 - Communication and protection of the contract  
Article 12 - Access to personal data

Executive summary of a housing agreement to be signed between tenants and site managers. In some cases, these agreements may involve three parties, including the landlords.

TYPE OF HOUSING

PARTNERS' LOGOTYPES

NAME OF HOUSING



HOUSING CHARACTERISTICS

INHABITABLES SURFACES

ROOM	sqm
Living room	
Kitchen	
Bedroom	
Bathroom	
TOTAL * Depending on XX Law	
TOTAL * All together	

WHO ?

	Nb.
Person	
Woman	
Man	
Couple (2 persons)	
Child	
TOTAL	

FURNITURES & EQUIPMENTS

Type	Nbr.
Bed	
Table(s)	
Chair(s)	
Sofa	
Shelf	
Dishware	
Cleaning set	
Fire safety	
Other :	
Other :	
Other :	

LAYOUTS OF FLOORS & OTHER DOCUMENT

LEGAL MENTION IF NEEDED & DATE OF LAST UPDATE

First page of a detailed presentation of a housing unit. This template is versatile and can be customised for various types of housing. Its purpose is to assist social workers in matching the right tenants with the right accommodation.

project title

logo project leader

logo partner

APPENDIX 2 - Inventory of fixtures

DATE :

STATUS :

MOVING IN

MOVING OUT

The inventory of fixtures must be drawn up between the two parties (tenant and landlord) when the keys are handed over to the occupant and when they are returned when the tenant moves out.  
According to article 3 of Law no. 89-462 of 6 July 1989, the inventory of fixtures must cover all the premises and equipment for private use mentioned in the tenancy agreement, and which the tenant has exclusive use of.

OWNER  
Name & structure

TENANT  
First & last name

Address, telephone, e-mail

Address, telephone, e-mail

LIVING ROOM

ELEMENT	Qty	Unit	Cost	Area	Est.	OBSERVATIONS
Storage units, cupboards						
Locks, doors, joinery						
Windows, shutters, curtains						
Walls						
Ceiling						
Floors, skirting boards						
Radiators, pipes (plumbing)						
Sockets, switches, lighting						
Other						

BEDROOM

ELEMENT	Qty	Unit	Cost	Area	Est.	OBSERVATIONS
Storage units, cupboards						
Windows, shutters, curtains						
Walls						
Ceiling						
Floors, skirting boards						
Sockets, switches, lighting						
Other						

KITCHEN

ELEMENT	Qty	Unit	Cost	Area	Est.	OBSERVATIONS
Storage, cupboards						
Sink						

The inventory matrix serves as a crucial document during tenant transitions, documenting the condition of the property upon move-in and move-out. It provides a tangible record of how the place has been maintained by its occupants over time.

## European Manifesto to lead the way out of the housing crisis (extracts)

Housing Europe, Belgium

Eurostat has reported that house prices rose in [...] 2023; alongside further rises in rents. Rents and housing prices have seen a sharp increase in recent years, outpacing growth in disposable incomes of many households. Residential property prices were 50% higher in the EU in Q3 2023, when compared to the start of 2010. Over the same period, rent prices rose by 23%, while some EU countries experienced a rent increase of more than 100%. New economic and social realities in Europe have pushed people who did not typically require publicly supported housing options in previous generations. They are now struggling to find suitable housing options on the private market. Housing Europe estimates, based on figures by Eurostat, that 9.6 million full-time workers aged 25-34 still lived at home with their parents in 2022, which equates to one in five of all people at this age in the

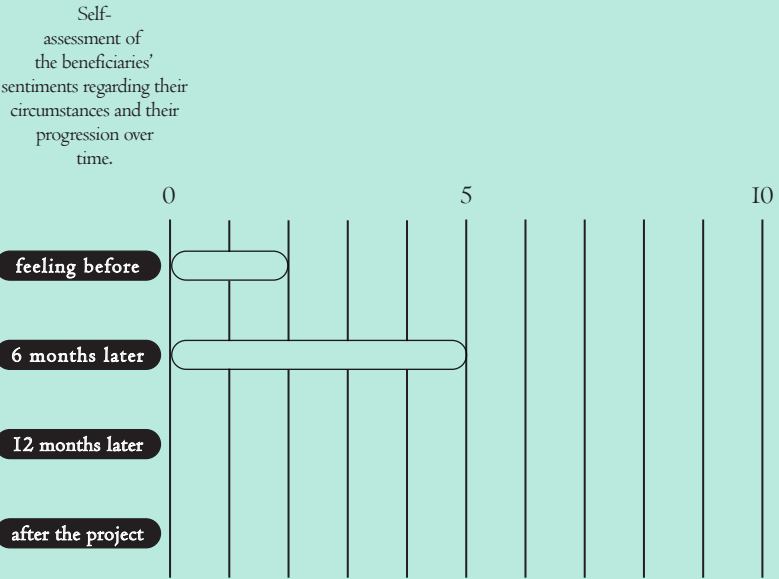
EU. Given the multitude of challenges facing the sector, and now additional demands from middle-income and other groups, it is no surprise that our Research Observatory reports about growing social housing waiting lists across most regions. [...] Homelessness is one of the most detrimental outcomes of the lack of unaffordable housing. FEANTSA reports an increase by 70% between 2010 and 2020. Today, there are roughly 900,000 people experiencing homelessness on a given night in the EU. At the same time, few countries are making tangible progress in addressing the problem, which is unacceptable in a continent that has pledged itself to the social inclusion of all groups in society. [...] Public, cooperative, and social housing providers have continuously emphasised their commitment to being key players in addressing the most extreme form of social exclusion: homelessness. As one of the main aspects of the European Pillar of Social Rights, homelessness should remain a top priority for all policymakers in the years to come.



(Un)categorising hospitality

Maryam Mahamat, Fransez Poisson, Coop'Eskeem, France

Marginalised people are defined in public policy by several categories. For those coming from elsewhere, the category of “refugee” is sometimes used, corresponding to a legal status. According to the United Nations High Commissioner for Refugees, refugee status is declarative (UNHCR, 2019). This means that anyone fleeing persecution or emergency situations can declare themselves as a refugee. However, the procedures established by states may differ. In France, refugee status was granted to only 42% of applicants in 2022 (Vie Publique, 2023). Therefore, the exile situation of refugees who declare themselves as such is not recognized for all individuals. This raises the question of welcoming individuals from elsewhere for several reasons. Firstly, individuals change status based on their journeys: they are initially asylum seekers, then refugees or stateless (if the asylum request is refused) and, sometimes they become citizens when they have lived in the territory for a long time. Secondly, even individuals who meet the status criteria defined by the state for receiving assistance are not necessarily supported. For example, only 58% of asylum seekers in France are housed (La Cimade, 2022). Depending on local contexts, it is sometimes more relevant to work with individuals whose asylum status has been refused or with asylum seekers due to their large numbers or with refugees due to the insufficient support. Our experience with associations in France shows that several of them choose to use the term “exile” rather than “refugee” to avoid acting primarily based on an individual’s administrative status. For research and social action it seems important not to assign categories to individuals.



**few resources**

UNHCR (2019), Refugee definition, URL : <https://bit.ly/3PNFbaOv>

Vie Publique (2023), Demandeurs d'asile : la situation en France et dans l'Union européenne en 2022, URL : <https://bit.ly/3VGqXMI>

La Cimade (2021), Dispositif national d'accueil des demandeurs d'asile : Bilan 2021 et perspectives 2022, URL : <https://bit.ly/4ac73xv>

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Robertis C., Romagnan M., Orsoni M., Pascal H., (2008) L'intervention sociale d'intérêt collectif: De la personne au territoire, Ecole des hautes Etudes en Santé Publique EAN: 9782859529789

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Social support  
I also come from where I stand,  
so let me walk with steady stride

“As a place of personal initiatives (decoration, schedules, way of living...), home represents the rooting of personal freedom.” (Zielinski, 2015)

summary

- 1) (Un)categorising hospitality
- 2) Fostering interactions to align with common law standards
- 3) Demonstrating the concept of integration

t.5	t.6	i.11	i.12
t.4	f.7	f.10	i.13
t.3	f.8	f.9	i.14
b.1			b.2

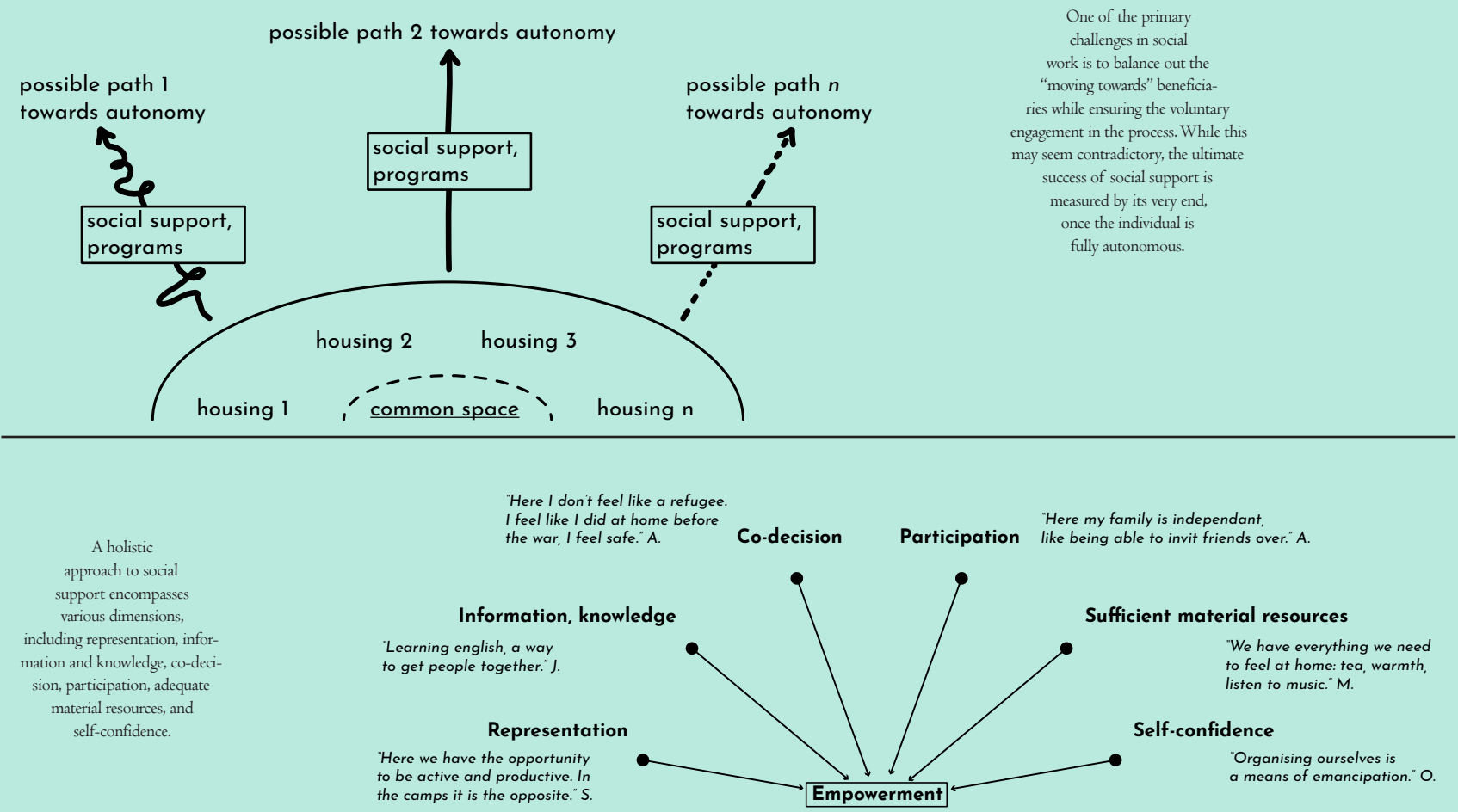
binder    transverse  
feasibility    implementation

# Fostering interactions to align with common law standards

Charlotte Brett, Foyer Notre-Dame des Sans-Abri, France

Social support provided by the Foyer Notre-Dame des Sans-Abri (FNDSA) is personalised and comprehensive, tailored to meet the individual needs of each resident. Social integration efforts are multifaceted. Initially, the housing quality is designed to bolster and maintain a positive self-image. Furthermore, we promote socioeconomic diversity among residents to encourage interaction and prevent segregative tendencies, thereby nurturing community life within the site. Moreover, FNDSA's social support aims to forge strong connections among residents and various stakeholders in the neighbourhood by organising events and on-site activities for both residents and neighbours. Additionally, resident empowerment is pivotal, facilitated through their involvement in project governance structures. Furthermore, addressing professional integration involves various approaches, including resident participation in on-site activities to cultivate responsibility, self-organisation, and foresight. One of the social worker's roles is to facilitate access to training opportunities through mainstream channels and common law resources that residents can access independently. The social worker complements efforts by addressing peripheral barriers hindering individuals from accessing the job market, such as mobility issues, health concerns, and language comprehension, while employment support is provided by a vocational guidance counsellor from the PERLE program managed by FNDSA, specialising in traditional employment placement.

The social support model is conceived as moving towards (“aller vers”) to guide individuals in finding their own solutions beyond the COCON-MERGING site, aligning closely with the challenges they will face in independent housing. The aim is to empower individuals to devise solutions independently, recognizing that the learning process may vary in duration and complexity depending on individual circumstances.



## Demonstrating the concept of integration

Carles X. Simó-Noguera, Ana Sales-Ten, Jordi Giner-Monfort, Jorge Velasco-Mengod, Alicia Bañuls-Millet, UVEG, Spain with Daniel Millor-Vela, Quatorze, Spain

The Caliu Urbà project aims at fostering social integration of migrants in a rapidly gentrifying neighbourhood of Valencia. It embodies the concept of “caliu,” a deeply Valencian term that encapsulates an ambiance of understanding, affection, and protection among individuals. This project, based on the Housing First philosophy, secured the allocation of 8 apartments and a communal space provided by the Valencian Housing and Land Entity (EVHA). The communal space serves as a hub for social support and community building activities, facilitated by Valencia Acull, a prominent organisation providing social support to migrants. The project deploys the three layers of the concept of integration.

> Linking: A personal and progressively diminished accompaniment in the access to local normalised resources and even options of formal leisure and community work is the main approach of Caliu Urbà and has been very successful.

> Bonding: Despite the intense gentrification in the Old Town District from 2010, since most of the flats are located within buildings that are fully publicly owned, the Caliu Urbà beneficiaries get to interact easily with other migrants. Besides, all beneficiaries maintain pre-existing networks from the peripheral neighbourhoods where they previously lived because they are well connected to the Old Town.

> Bridging: This kind of connection is initially fuelled by the building neighbours, some of whom have quite similar life stories to those of the Caliu Urbà beneficiaries but are already much further into their integration path. Besides, the assessment on the specific interests and hobbies of each beneficiary, resulted in their participation in activities such as: a community orchard, a community choir, a scouting group, workshops at the Municipal Youth Centre, etc. The role of gatekeepers and initial accompaniment is crucial when people want to get involved in already ongoing periodic activities that already involve other people.