MERGING
INTEGRATION FOR MIGRANTS

Project title:

Housing for immigrants and community integration in Europe and beyond: strategies, policies, dwellings and governance

Grant Agreement number: 101004535

Monitoring and evaluation guidelines for the 3 pilot projects

Deliverable number: 6.1

Work Package: 6

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

Nature of the Deliverable (R/P/D/O): R

Contractual due date: 30th June 2022

Delivery date: 12th September 2022

Responsible: Cota

Contributing Partners: Quatorze, UJML, UNIBO, SBE, UVEG, UGOT, Cota

Reviewer: UJML, Quatorze, SBE, UVEG

This report reflects only the author's views and the Commission is not responsible for any use that may be made of the information contained therein

TABLE OF CONTENTS

Glossary

D	Deliverable
EC	European Commission
ER	Expected result
EU	European Union
GO	Global objective
LF	Logical framework
M&E	Monitoring and evaluation
MERGING	Housing for immigrants and community integration in Europe and beyond: strategies, policies, dwellings, and governance
NGO	Non-governmental organization
SO	Specific objective
ToC	Theory of change
SBE	Social Business Earth
UGOT	University of Gothenburg
UJML	Université Jean Moulin Lyon 3
UNIBO	Università di Bologna
UVEG	Universitat de València
WP	Work package

1. Introduction

1.1. Objectives

The deliverable 6.1 is part of the work package 6, led by Cota. Within this work package, we pursue the following objectives:

Overall objective: monitor and evaluate the implementation of the 3 pilot projects

- Develop a comprehensive monitoring and evaluation framework aiming to measure the contribution of housing projects to policy objectives
- Assess the relevance and effectiveness of innovative approaches and solutions tested in the WP5
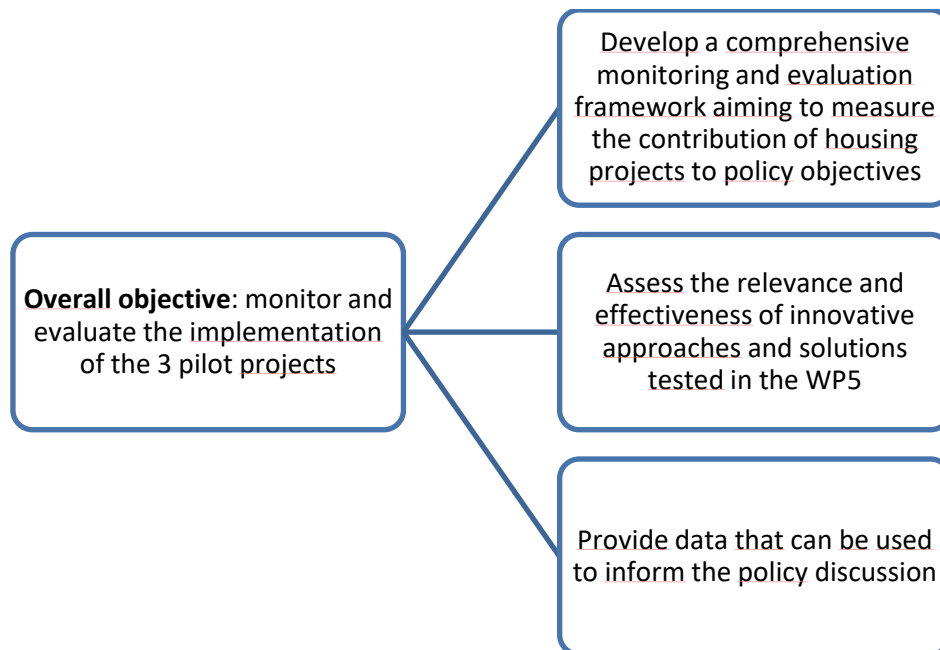- Provide data that can be used to inform the policy discussion

Figure 1 : objectives

More specifically, for the task 6.1, we aimed to elaborate a monitoring and evaluation framework for the 3 pilot projects. To do so, we tried to establish a link between the information produced within the work packages 2 and 3 and the design of the projects as it has been done in the WP4. We built a theoretical and analytical framework, by using change-oriented approaches.

The M&E framework presented in this deliverable has been used for the formulation of the 3 pilot projects and will be used for their monitoring and their final evaluation. It should allow us to compare the case before and after the implementation of the projects and to compare different alternatives.

1.2. Methodology & principles

To design this M&E framework, we used change-oriented approaches, mixed with the logical framework approach. By using these methodologies altogether, we aimed to focus, at the same time, on results-based management (what kind of results can we reach through the activities we implement within the 3 pilot projects) and change-oriented management (what do we want to change in depth, in the society, to make the results of our initiative sustainable and to scale up in the future).

Concretely, we designed, for each pilot, a simple theory of change (long term vision, pathways to change, mapping of actors, operational strategies), and then, a logical framework. The theory of change was an "intellectual" construction, coming from the conclusions of the WP 2 and 3 and from a specific context analysis developed for each pilot; the logical framework was a modelling of what has been done

on the field, within the WP 4[1], encountering the theory of change. Thanks to these 2 tools, the M&E framework is "bottom-up" and "top-down" at the same time.

Our main methodological principles can be summarized in the Figure 2 below, with a set of key words.

System

- M&E is about structuring a global system for collecting, processing and using datas

Learning

- M&E isn't just for accountability. We aim to learn from what we do, in order to adjust our strategies and to give relevant inputs for local, regional, national and european policies

Balance

- Between "results" and "changes", which means a balance between "attribution" and "contribution"

Participation

- Beneficiaries, local stakeholders and partners will be involved at different levels of the M&E system, and at different moments

Tools

- They are needed for collecting and processing datas, but they should be as flexible and smart as possible
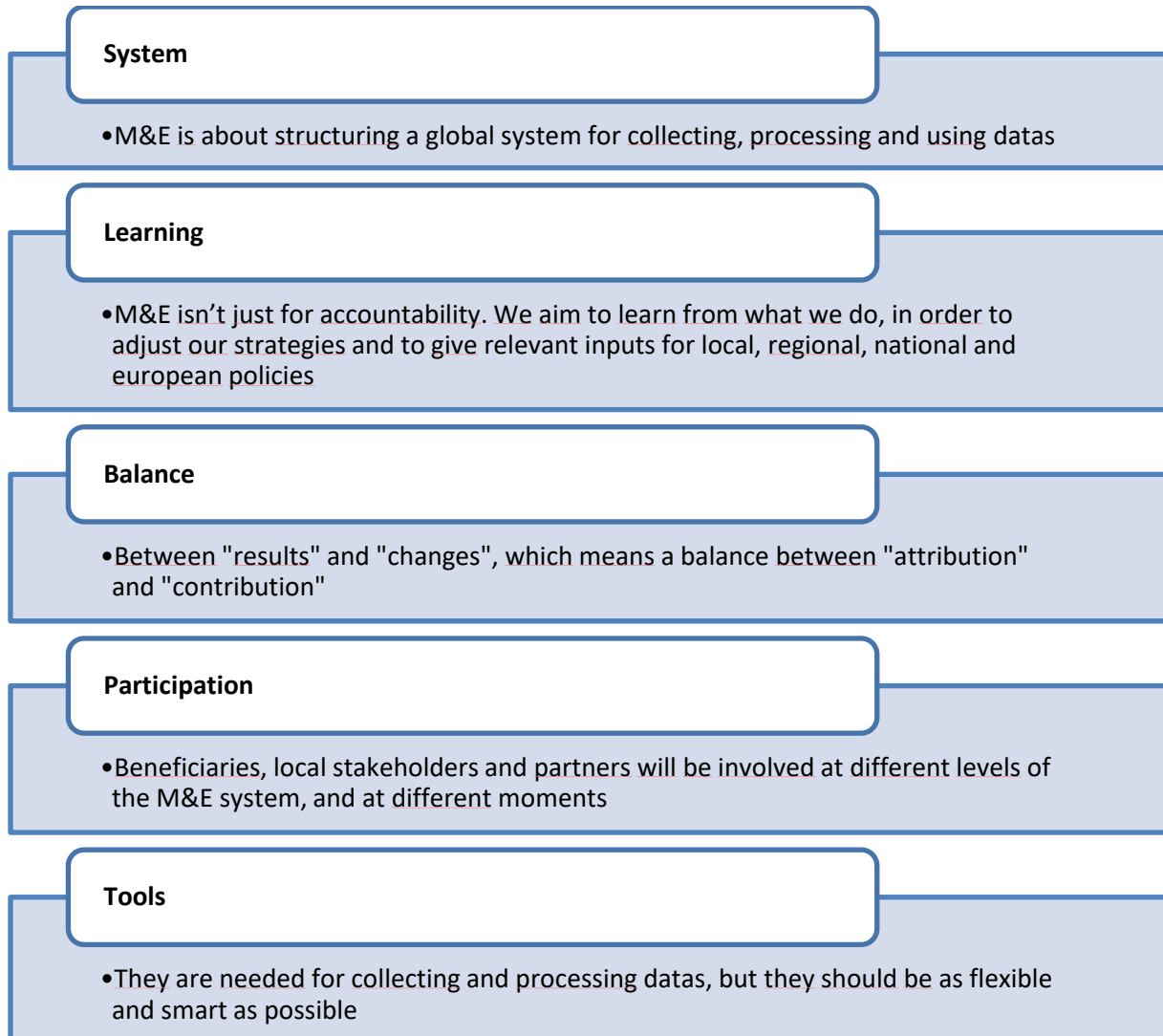
Figure 2 : methodological principles

These principles should guide us through the M&E process, until the end of the MERGING project. The most important among them is the balance between "attribution" and "contribution".

Regarding the ultimate change and the pathways to change, we will be in the sphere of "contribution", which means we don't control everything, and we just contribute, through our actions, to broader mechanisms of change. Methodologically, it means we won't monitor and evaluate changes the same way we will monitor and evaluate activities and results. To monitor and evaluate changes, we will have to deal with:

- o **Subjectivity,** since the data we will collect will be based on personal or collective feelings, observations, testimonies, etc.

---

[1] We can notice here that for each pilot, locations and contexts could evolve, notably within the WP 5.

o **Possible lack of information**, since we won't be able to collect a large amount of data. Collecting qualitative information is much more difficult than collecting quantitative ones, and it takes more time.

o **Humility,** since the changes we will observe will result both from our actions and from the action of other actors, other projects, etc.

When it will come to activities and results, we will be in the sphere of "attribution". It means we control what we do, and what results directly from what we do, and it also means we are responsible of what occurs. To monitor and evaluate activities and results, we will have to deal with:

o **Objectivity**, since "a number is a number". For instance, if we ensure social follow-up for 15 people, and if we can prove it, it will be objective.

o **Proper access to data**, since we (the MERGING consortium) implement the activities, which means we produce and monitor information related to the pilot projects.

The M&E system we present in this report tries to find a good balance between attribution and contribution, to provide relevant and reliable data about the results of the pilots, and the social changes they contribute to.

> *Since the time of implementation of the pilot projects is short, it's important to notice that to monitor and evaluate changes, in each project, we will identify only one indicator per change, and we will monitor and evaluate it at the city scale. The assumption is that changes at the city level could have, later, an influence at a broader scale.*
>
> *Also, we will mix quantitative and qualitative indicators, which means sometimes, we won't have a strong basis to assert what we observe. In such situations, we will just share cautiously what was grabbed on the field, to suggest a change without being too assertive.*

1.3. Work process

Even if the elaboration of the M&E framework and guidelines is included in WP6, it is also part of WP4, since it is directly linked to the design of the 3 pilot projects. Indeed, by elaborating and M&E framework, we can question the framework of the pilots, and we can adjust it to be more relevant and to be sure we will be able to monitor and evaluate our initiatives. Considering this point, we organized the work as presented below.

Several things have been done to contribute to the design of the pilots. Meetings were organized online with Quatorze, and the partners organizations involved in the pilots (UVEG, UGOT, UJML), to prepare the theory of change workshops, by identifying who should be involved, how the workshop should be run, how long it should last, etc. These workshops were conducted as follow:

Figure 3 : organisation of workshops

During the ToC workshops, we defined:

o **A long-term vision**, shared by the stakeholders involved, which is a kind of "dream" on a ten/fifteen horizon. It's our common goal: if every issue we identified are addressed properly, this dream could (partly) occur.
o **Pathways to change**: they are bundles on the way to the ultimate change we dream to reach. They are more likely to occur than the long-term vision, at least within a shorter period. They can occur simultaneously, or one after another. We cannot achieve them on our own, we just contribute to them.
o **Mapping of actors involved**: Quatorze did this work within the WP4, but we had the opportunity to work again on it during the workshops implemented in WP6. The objective was to identify the main actors which have influence regarding the changes we want, and to see how to push/accompany them on our pathways to change. In this report, we use the mapping elaborated by Quatorze, to stay coherent from a deliverable to another.

During the LF workshops, we defined (or at least, we started to define):

o **The main activities** which are to be implemented.
o **The expected results,** which are directly coming from the main "field of action", identified in the WP4 for the different stakeholders who were mapped.
o **The indicators,** which are our more useful tools to monitor and evaluate the implementation of the pilot projects, and the changes they contribute to.

Thanks to these workshops, we were able to define a simple theory of change for each pilot project, as presented later in this report. It also allowed us to identify key stakeholders, to establish the stakeholders' reference group, we propose in this report. The group should be mostly constituted with people/organization involved in the WS organized in Lyon, Gothenburg, and Valencia.

Later, we had discussions with Quatorze and the local partners, to establish a more direct link between the theories of change and the operational aspects of the pilot projects. We aimed to identify activities and results (as presented in the logical frameworks below), and indicators which allow us to monitor and evaluate two main dimensions:

o **Expected results**, which are considered like what the projects can concretely achieve within the MERGING timeframe (**attribution**);
o **Global objectives**, which are referred to as "**pathways to change**" in the theories of change, which are the main changes the projects can contribute to within the MERGING timeframe (**contribution**).

2. General framework[2]

2.1. Introduction

The overall objective of WP6 is to assess the implementation of pilot housing projects aiming to facilitate the social and economic integration of refugees. With the aim of contributing to the development of innovative housing experiences, three pilots have been planned to be realised in Goteborg, Valencia and Lyon (WP5) and the task of WP6 is to sketch a comprehensive <u>monitoring and evaluation framework</u> aiming to measure the relevance and effectiveness of these pilots. This evaluation framework should be intended not only as a tool to assess performance but also as a learning tool that will help to better <u>understand the factors that contribute to desired changes and how such projects can contribute to these changes</u>.

The process for constructing the MERGING monitoring and evaluation framework could benefit from the comparative analysis of five innovative housing projects already up and running in France, Spain, Sweden, and Italy, which were assessed within the scope of the WP3. The characteristics of these experiences, as well as their strengths and shortcomings in terms of refugees' integration through housing, provided all the partners with a useful set of learning tools on which to ground the perspective development of the three pilots. The lessons learned accordingly also contributed to inspiring the development of a Theory of Change approach to define long-term goals, namely by mapping backward to identify necessary preconditions to reach them.

2.2. Looking back: the preliminary analysis of existing innovative housing projects

Studying refugees' integration through housing represents a complex and multivariate challenge. Therefore, to gain an explorative and comprehensive view of the problem, in WP3 MERGING partners conducted a qualitative analysis through local case studies on innovative housing projects *intentionally* pursuing integration goals. The analysis included different typologies of housing, based on the new concept of living underpinned by each examined project (intergenerational and or multicultural cohabitation); whether it entailed building forms (i.e., both the construction of new buildings and the requalification of existing facilities); the project's location in the city centres as opposed to peripheral areas; and the project's proximity or facilitated access to public services (transportation, medical facilities, schools, social assistance, etc.).

Considering migrants' integration as a multifactorial process, multifunctional cases were analysed, which exceeded the mere provision of housing solutions and offered different typologies of support to their beneficiaries' integration within the local social fabric. The examined typologies of complementary services to housing provision ranged from the organization, sponsoring, and training in manual activities to the offer of social and legal assistance, the possibility to take part in (or develop) entrepreneurial activities, and the provision of language courses, aimed at the creation and/or facilitation of interactions between refugee immigrants and local citizens. All in all, recalling Bourdieu's definition of social capital as "the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing *a durable network of more or less institutionalized relationships* of mutual acquaintance and

---

recognition" (Bourdieu and Wacquant, 1992: 19), the projects that have been selected offer housing services as also a precondition to facilitate their beneficiaries' engagement with activities aimed at the development of new social skills intended not only to the beneficiaries to eventually access the job market but also to the local community as a whole, namely by facilitating positive and regular interactions between beneficiaries and other local citizens. Indeed, both aspects equally contribute to refugees' integration.

Despite the context-bound nature of integration policies, in the five cities in which the studies were conducted, the housing projects claiming to be innovative had to struggle with similar problems, concerning both structural and individual obstacles.

At the structural level, what firstly emerged is a lack of structured welfare services targeting people who, once recognized with refugee status or other forms of international protection, still need to access housing as autonomous individuals and not as beneficiaries of the local reception system. Most of the examined experiences offer only temporary housing solutions, missing out on how a sense of stability often constitutes the basis for any integration process to be initiated.
All the projects declared a strong will to enhance participatory processes including both beneficiaries and the citizens surrounding the project's spatial scope. And yet, the analysis revealed that the participatory approach was generally restricted to the internal dimension, as it mostly pertained to the joint management of common spaces among the individuals and group actors taking part in the project. A lot of effort was put into managing co-habitation, mediating tensions that might arise from it, and accompanying individual beneficiaries in pursuing autonomy and access to local services at the individual level.

Beneficiaries' activation and self-esteem are considered key in fostering their social inclusion. Therefore, beneficiaries were asked to contribute to rental expenses proportionally to their economic possibilities and/or monthly income (ACV, Les Cinq Toits, SällBo, and Housing First Co.Bo.). For the same aim, they were also asked to sign cohabitation agreements as well as either comply with already available cohabitation protocols or draft them because of co-produced decision-making procedures. Some projects involved beneficiaries in the renovation works needed to make the place habitable and comfortable (Les Cinq Toits and SällBo). At times, mandatory participation in periodical common meetings was required to solicit beneficiaries' engagement with activities consistent with the principles of social housing. Elective social activities, aimed at involving the possibly diverse targets of the projects and creating stronger links among them, were also encouraged (SällBo) to promote social bridging processes.

The building of social links between the beneficiaries and the outside world was also pursued, introducing beneficiaries to services and opportunities provided at the municipal level as well as at the level of the neighbourhood. In the case of Les Cinq Toits, this also meant the promotion of French language and cultural classes, as well as involving the neighbourhood by offering services that result in opening the project's spaces to the local community.
Volunteers were often key actors in these processes. Indeed, by mobilizing their own social networks, they can be instrumental in the creation of social bridges among beneficiaries and local communities. The experience of UTUD, in Rennes, showed that beneficiaries can be involved in participatory moments by becoming volunteers themselves as well as actively contributing to the management of the houses, and the life of the association more generally. Nevertheless, while Les Cinq Toits seems to reflect the community-participation core, the other four cases - to different degrees and in different ways - seem aligned and more focused on considering the beneficiaries (despite the on-demand support given by volunteers, stakeholders, etc.) as the main protagonists of their participatory process.

At the individual level, despite the efforts of the projects, scarce levels of beneficiaries' participation were detected in most cases, because of either other more pressing issue they face in their daily lives, or the offer of unsuitable activities to their actual needs and interests. These scarce levels might be connected to their state of permanent precariousness, which the examined projects hardly manage to deal with. The idea of living in a temporary house, indeed, can lead to a lack of involvement in the organization of co-habitation as well as in the management of shared spaces. Moreover, interviews with beneficiaries seem to suggest this sense of precariousness makes the process of home-making more challenging. And indeed, the interviewees often restrict their feeling at home to the spaces of their bedrooms or even to their beds rather than the projects' apartments or facilities. On the other hand, some of the activities offered within the integration paths might not correctly target the actual competences and the cultural differences existing among each project's participants. As an example, in Les Cinq Toits the issue of waste disposal remains a concern exactly because of its different cultural perceptions.

The analysis of the existing cases allowed MERGING partners to reflect on possible models for organizing housing solutions for refugees. Based on the empirical findings discussed above and complemented with the theoretical insights drawn from the literature on business modeling related to ecological and social problems, the final step of WP3's activities entailed elaborating "Integration Operating Models" aimed at supporting the identification of housing solution archetypes and provide managerial and organizational guidelines for implementing sustainable and innovative housing solutions for refugees.
Two insights from this work should guide further developments in the Theory of Change to evaluate MERGING pilots. First, pilots should be conceived as having their own internal consistency in terms of "business model", that is how they deliver value and accrue resources for their functioning. The key elements to consider, taking inspiration from Joyce and Paquin's triple layer business model canvas perspective, are the following:

1. **Social value proposition**: How is the project different, innovative, and valuable?
2. **Beneficiaries**: Who are the target groups?
3. **Temporality**: How long does the project last? Does it contribute to a long-term housing solution? How?
4. **Housing typology:** Decentralized vs. centralized housing and how it facilitates integration
5. **Key Integration activities in addition to the provision of housing**: What activities does the project offer directly or indirectly to integrate immigrants?
6. **Governance**: structure, process, and internal stakeholders
7. **Strategic Partners / Networks**: Ties with external stakeholders and resources they provide
8. **Scalability and/or Replicability potential**: Does the project conceive a scalable or replicable solution? If yes, provide an example
9. **Key resources**: Physical resources, financial resources, human resources, other resources
10. **Costs**: What are the biggest expenditure areas?
11. **Revenues**: Does the project generate income? How? (Government subsidy is not income).
12. **Sustainability – Social Impact**: Positive and significant change the project brings to solve a social challenge. Is it measured? How?[3]
13. **Sustainability – Environmental Impact**: Direct effect of human activity on the environment and tools, if any, to measure it.[4]

---

[3] E.g., 100 refugees live in a house, 10 have found a job, 65 received healthcare assistance. Measurement tools: surveys every three months and quarterly reports.

[4] I.e., does the project utilize 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.?

Second, different organizational and management structures for each pilot provide specific opportunities but also weaknesses. Two theoretical typologies of Integration Operating Models, which can serve as a concrete "menu" to guide the subsequent feasibility studies and evaluation of the pilot projects carried out by MERGING, have been defined with respect to the:

(1) **Governance of integration services** – different models of governance depend on the breadth of the services provided (e.g., only housing vs. multiple services such as in the domain of training, job, health, etc.); and the degree of internalization of the service (i.e., the extent to which the pilot project is managed through the availability of resources and competencies which are internal to the organization providing the housing solution, as opposed to drawing on resources and competencies which are provided by external partners).

(2) **Spaces for refugees' integration** – different organization of spaces for integration can be identified depending on the degree of social mixing in the initiative (i.e., the extent to which the housing solution provides integration opportunities with the host country population either "inside" the housing, via co-housing or shared spaces; or "outside" the housing, through the participation of local services); and the degree of architectural centralization (i.e., whether the housing spaces are centralized in the same unique building or dispersed over the territory).

The knowledge and understanding that emerged from the analysis conducted in the observed innovative housing projects in WP3 can drive the definition of actions needed to improve the relevance and effectiveness of the tree pilots to be realized, identifying the necessary preconditions and the long-term goals of the Theory of Change that will guide their implementation in Lyon, Gothenburg, and Valencia[5].

3.   Organization of the M&E system

3.1.   The different elements of the system

The M&E system relies on the 3 theories of change (including mapping of actors) and the set of activities implemented on the field; it is composed of several elements:

- **A log frame and M&E matrix, for each pilot**: we decided to mix these two tools, to make the system as light as possible. Each log frame is extended by and M&E matrix, which aims to explain how we collect data regarding our indicators, and how we process it.
- **Collecting tools**, which will be defined inside the matrix, and which can evolve according to what happen on the field. It can be, for example, a semi directive interview guide for beneficiaries (for collecting qualitative information), a listing of participants at an event (for collecting quantitative data), etc.
- **Processing and analyzing tools**, which could be reports after a field visit, with qualitative observations, regular reports from the local stakeholders (frequency is still to be defined), gathering the data coming from the social follow-up or the collective activities, etc.
- **Collective meetings and workshops**, with the MERGING partners, to discuss the data collected and processed, to identify the lessons learned and to adjust the pilots' strategy and implementation, if needed.

3.2.   Participation of the stakeholders in the next steps

The proper functioning of such a system relies on several aspects:

---

[5] For more information on the analysis please refer to D3.2 and D3.3.

o The relevance of the indicators chosen, both for changes and activities/results.
o The relevance and efficiency of the collecting and processing tools.
o The implication of the different stakeholders, at each level of the project.

We will define more precisely, in each M&E matrix, how stakeholders will be concretely involved in the M&E system. Figure 4 summarizes the different levels of responsibilities:

MERGING PARTNERS

Discuss lessons learned and take decisions (conclusions, advocacy, adjustement in the strategy and/or implementation of the project)

LOCAL STAKEHOLDERS

Collect data within their field of expertise/involvement, participate in some collective discussions, give feedback on the M&E tools, provide data to Cota

STAKEHOLDERS' REFERENCE GROUP

Helps to structure the system, gives feedback on its implementation, analyses data produced

COTA

Analyse data, adjust M&E system and tools, animate the M&E dynamic among stakeholders, identify lessons learned

QUATORZE

Gives information to Cota regarding the implementation of the project, observes the relevance of indicators, suggests evolutions of the M&E system according to what it sees on the field

Figure 4 : levels of responsibilities

The stakeholders' reference group should be composed of 5 persons per pilot: 1 or 2 people representing MERGING's local partner (UGOT, UVEG, UJML), and 3 to 4 people representing the local stakeholders.

After elaborating the M&E system, we plan to work according to the following main steps as detailed in Figure 5, until the end of the project (in blue is what we will implement in task 6.2, orange refers to task 6.3 and in purple, we find what is linked to task 6.4):

September/october 2022 - Elaboration of a global baseline for the set of indicators of each pilot: Cota elaborates a frame for interviews and focus-groups, and Quatorze collect and gather informations while going on the field for the kick-off of the pilots, then Cota formalize the baseline

January 2023 - Organisation of a 1-day workshop with the stakeholders' reference group (15 participants, 5 for each pilot), to promote interactions among stakeholders, and to revise and consolidate the global M&E framework all together before its implementation. The workshop will take place in Valencia and a field visit to the pilot project will be planned.

January 2023 - Elaboration and dissemination of a short reminder/concept note about M&E within the pilots framework, according to the results of tne WS, to remind local stakeholders of what is expected about M&E, and how they can effectively contribute to it

April/September 2023 - Continuous review of information produced by the pilot projects

May/June 2023 - Remote stakeholders interviews (visits in Lyon, Goteborg, Valencia)

June/August 2023 - Preparation of a draft report presenting the preliminary findings of the evaluation

September 2023 - Organisation of a 1-day workshop with the stakeholder reference group (15 participants, 5 for each pilot), to present and discuss the findings and recommendations of the evaluation. The workshop will t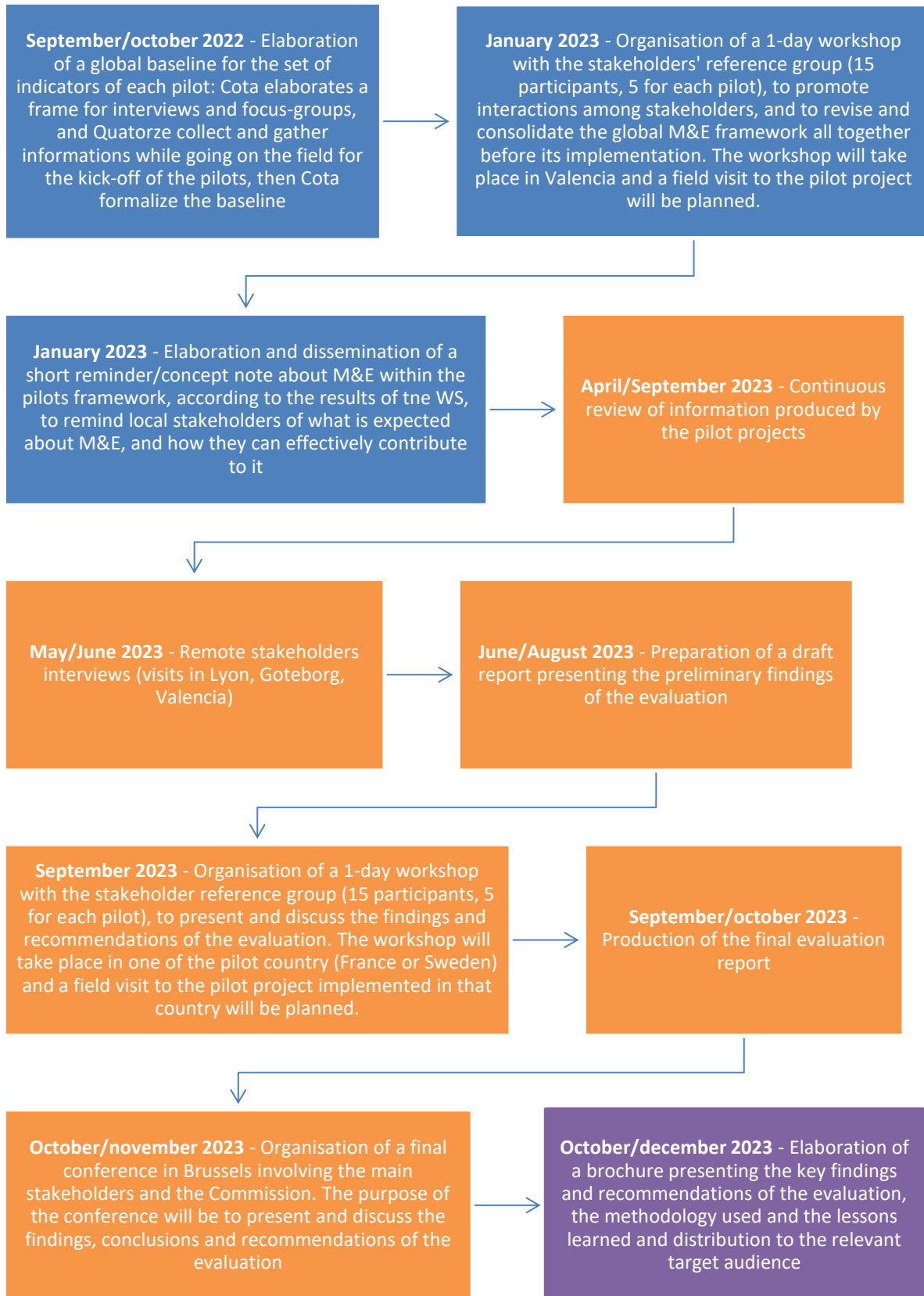ake place in one of the pilot country (France or Sweden) and a field visit to the pilot project implemented in that country will be planned.

September/october 2023 - Production of the final evaluation report

October/november 2023 - Organisation of a final conference in Brussels involving the main stakeholders and the Commission. The purpose of the conference will be to present and discuss the findings, conclusions and recommendations of the evaluation

October/december 2023 - Elaboration of a brochure presenting the key findings and recommendations of the evaluation, the methodology used and the lessons learned and distribution to the relevant target audience
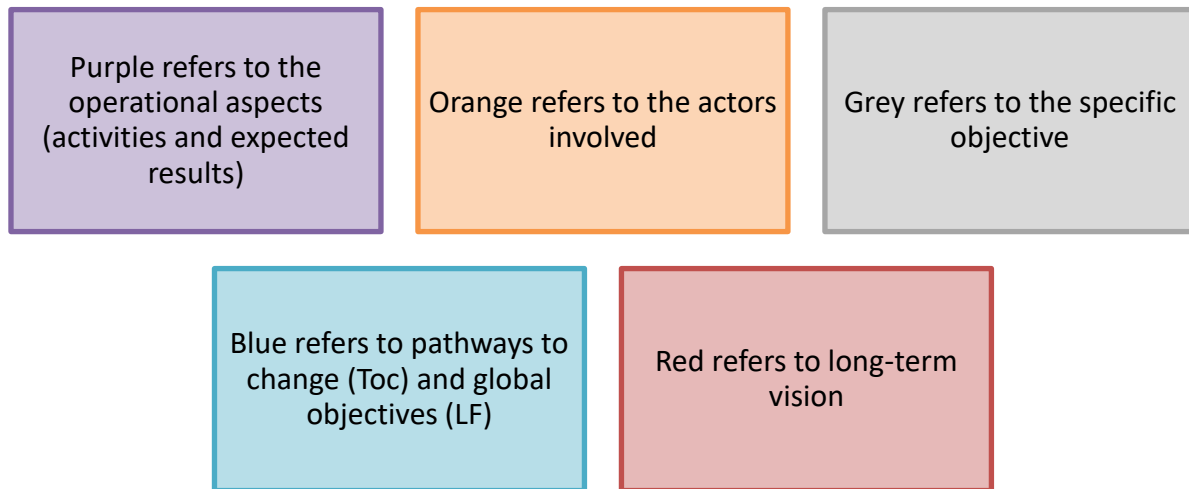
Figure 5 : organisation of the work

NB: in the following part of the report, for each of the 3 pilot projects, colors are the same in the theory of change and the log frame, as described below:

| Purple refers to the operational aspects (activities and expected results) | Orange refers to the actors involved | Grey refers to the specific objective |

| Blue refers to pathways to change (Toc) and global objectives (LF) | Red refers to long-term vision |

Methodological precision

According to the rhythm of implementation of the 3 pilots, it was not relevant and not possible to finalize proper logframes and M&E matrix before the midterm of the project (M18). In a common decision with the MERGING partners, we decided to go as further as possible in the building of this monitoring and evaluation guidelines, and to keep some work for the task 6.2, which is evolving toward a second step for building and improving the M&E system, instead of a midterm review.

This methodological choice allows us to follow the rhythm of the pilots, and means that:

o **Logframes will be totally fulfilled in the beginning of task 6.2** (challenging expected results, activities, indicators and elaborating assumptions with the local partners of each pilot, during an online workshop – one for each pilot);
o **A baseline will be developed for the set of indicators of each pilot,** in order to define precise objectives and to be able to measure/appreciate the progresse which will be made within the reste of the project timeframe;
o **M&E matrix will be fulfilled after a stakeholders meeting**, in January 2023 in Valencia, which will gather stakeholders from the 3 pilots, in order to improve the M&E framework, and to explore in detail the M&E mechanism for each pilot (tools, responsibilities, frequencies, etc.).

4. The pilot in Gothenburg

Here is how Quatorze summarize the project in a few words, on its work supports (Miro):

"A floating home to foster a living lab"

- o **Urban set up:** an industrial vibrant neighborhood in the very center of Gothenburg. A fierce sense of community visible through public spaces to local newspapers.
- o **Target group:** shipbuilding industry and associated fields (ex. Needs of cooks in the neighborhood).
- o **Timeframe:** a secured access to quay space for a year in Ringön and a wider urban project understudy.

4.1. Context analysis

During the first workshop, the stakeholders identified 10 "blocks"/subjects, covering the main context issues of the pilot project. We summarise them in the **Erreur ! Source du renvoi introuvable.**.

SUBJECT	OBSERVATIONS
POLITICAL ISSUES	
PUBLIC DEBATE	*Public servants are obliged to be politicized *There is too much focus on problem, blaming some groups rather than finding collective solutions *We could observe the growth of a kind of structural racism *A lot of controversies, there is a need to change the narratives *In the debate, there is not enough trust for the inhabitant's knowledge, especially against the gentrification process
PUBLIC MANAGEMENT	*There is a lack of public will *Decision makers are not relating to field work *The rate of participation in election in neighborhood is only of 35% *There is a lack of "co-creation" of neighborhood, people feel "locked" in their own apartment *The day-to-day integration is still difficult
SOCIAL DUMPING	*Some migrants/newcomers are sent to other municipalities *The responsibility of the municipality is temporary: 5 years for families (then, access to another apartment for 18 months), 4 years for a single (ABO/EBO system)

SUBJECT	OBSERVATIONS
	*Extended responsibility of municipalities (language, health, employment, education, welfare)
HOUSING	
MARKET	*For refugees, there is no access to the housing market: it's too expensive to buy and rent, and it takes too much time to get such possibilities *Prices are rising, families are in debts, even regular worker cannot access *There is a fear of losing value on properties for those who bought *We can observe an economic bubble (prices rose, now stable, interest rates now increasing)
LACK OF POSSIBILITIES	*Some areas have support network (some are "dedicated to foreign born people) *It's more difficult for youth to access housing (staying at parents, pension going low, separation of couples, etc.) *Commuting is not part of the habits, and it's expensive *There is long queuing in public housing (until 7 years sometimes) *Access conditions are restrictive: permanent work, stable income, etc. *Housing solutions are temporary; people know they'll have to move and it's a big challenge for them *Bad housing context affect children (and schooling) *There is a long chain of change and movement for newcomers (instability up to 20 years)
HOUSE BOATS	*There is no public management of house boats *There are no standards for insurance *There is no connection with the city *We can observe a reluctance of political side` *Some people can't swim; they could be afraid of living on water * The municipality fears boat sinking *There are only a few places for house boats *Temporary housing solutions are not allowed *Business VS houseboats: if houseboats get in the way of some important real estate project, they will disappear
BENEFICIARIES	
SOCIAL MIXITY	*A difference must be clearly made between asylum seekers and refugees; it's not the same target group *Some others social groups are in trouble with housing, like students (beware of potential tensions/conflicts) *Language is a key for connecting people, and for integration (beware of mixing Swedish speakers with non-Swedish speakers) *Housing is not enough related to other activities, to "build" a neighborhood and/or a community *People who lives on houseboats ere in charge of their management

SUBJECT	OBSERVATIONS
	*They aren't enough juridical experimentation, to go from transition system (ABO/EBO) to common interest, through integration *Settlement distribution laws
TRUST	*We can observe some misunderstanding between Swedish and newcomers/migrants, which sometimes leads to mistrust *Newcomers/migrants develop mistrust toward public authorities
BLACK MARKET	*Single persons have no other solutions than going to black market housing *Secondhand rents are overpriced *There is discrimination in access to private market housing, which push people to go on the black market
ACCESS TO INFORMATIONS	*Raw information does exist, but is sometimes hard to manage *It's difficult for newcomers to navigate in rules and possibilities, and to understand the system

Table 1 : analysis of the context in Gothenburg

4.2. Map of involvements and modeling of the theory of change

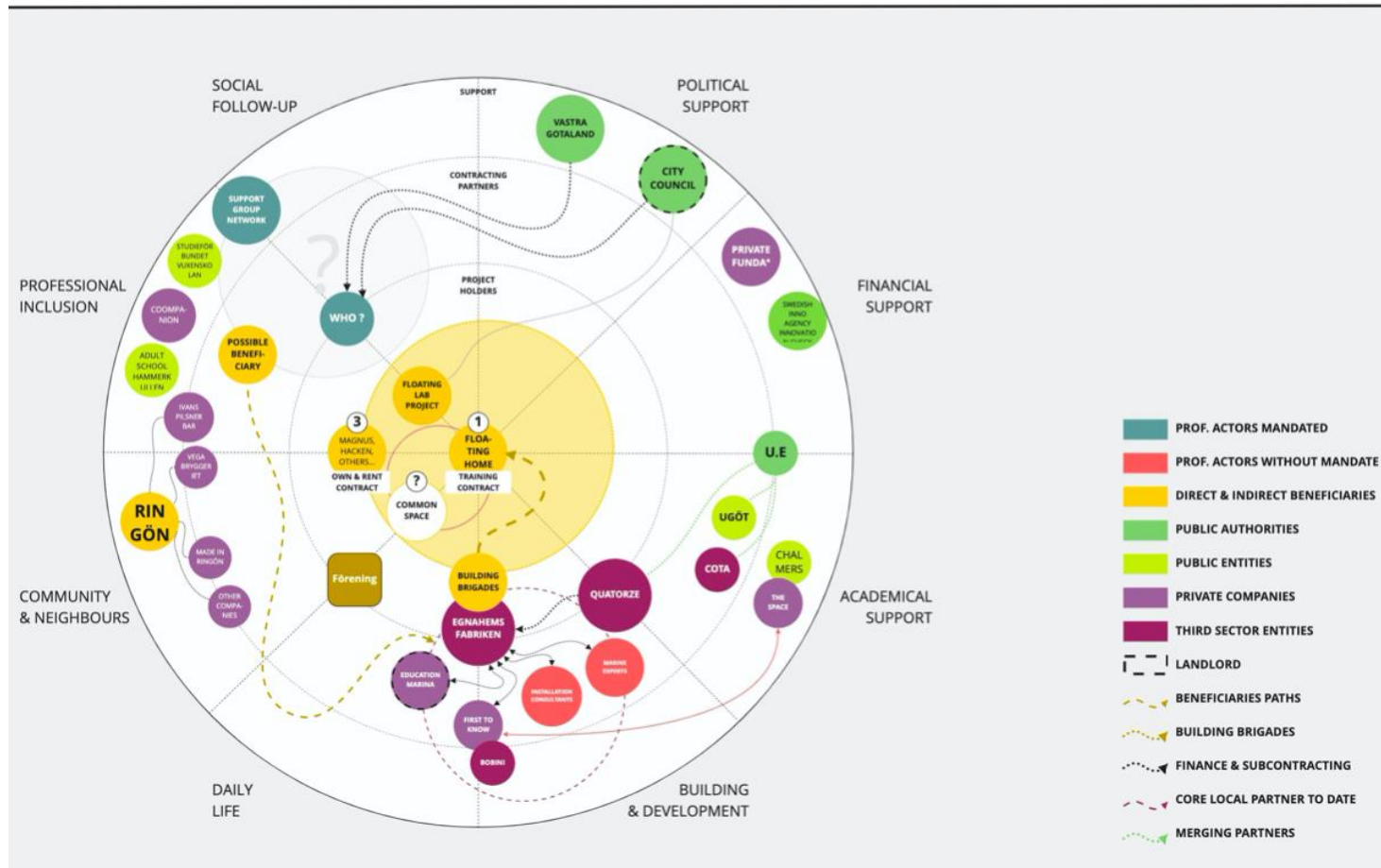*The map has been elaborated by Quatorze within the WP4.*

Figure 6 : mapping of actors in Gothenburg

Sphere of control	Sphere of influence	Sphere of interest/impact

MERGING

Within the MERGING timeframe	*On a 5-10 years horizon*	*On a 15 years horizon*

Expected Result (ER) 1 – SOCIAL FOLLOW-UP

A relevant and efficient social follow-up is ensured for all the beneficiaries of the project

ER 2 – PROFESSIONAL INCLUSION

Pathways to professional inclusion are clearly drawn and activities are implemented to ensure it

ER 3 – DAILY LIFE

Collective activities are organized, and beneficiaries share moments with people from the outside

ER 4 – BUILDING AND DEVELOPMENT

Building activities are implemented thanks to professionals and volunteers, with a focus on sustainability

ER 5 – COMMUNITY AND NEIGHBOURS

Beneficiaries are in contact with people from the neighborhood, and they take part in local activities

**The actors we need to scale up, and the way they interact (CF. ACTORS MAPPING)**

Pathways to change

1.ACCESS TO HOUSING
Newcomers/migrants (families and single persons) have a good access to proper, affordable, and decent housing.

2.POLITICAL ACTION
Political authorities in municipalities are aware of the problems faced by newcomers/migrants in access to housing; they dialogue with citizens, and they are involved in concrete and relevant actions to "make the city" in a democratic way.

3.COMMUNITIES
Newcomers/migrants can organize themselves, together with other citizens, in cooperatives and/or communities, to defend their interest and to contribute to the collective dynamic in the city.

4.JOB MARKET
Newcomers/migrants and other people have an equal access to job market; they generate a proper income, which helps them to face their housing needs in good conditions.
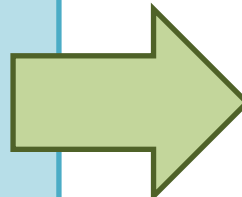
Long term vision
(=Ultimate change)

In Sweden the housing problem is solved for everyone. There is enough affordable housing, and it is considered as a human right leading to quality of life. The democratic organization leads to co-created processes of making the city between politician and citizens. Self-organization is encouraged and exists through fastighetsföreningar (cooperative or association). These inclusive communities are connected internationally, takling both climate change and segregation. The job market is shared among everyone and more tolerant and welcoming to foreign born persons.

Figure 7 : theory of change in Gothenburg

20

4.3. Logical framework and M&E matrix

LOGICAL FRAMEWORK (= what we monitor and evaluate)					M&E MATRIX (= how we monitor and evaluate it)			
Project description		**Objectively verifiable indicators**	**Sources and means of verification**	**Assumptions**	**How to recover data on the field for this indicator?**	**How frequently?**	**Who collects the data?**	**How to process and analyze data to learn from them?**
GLOBAL OBJECTIVE *(How we* **contribute** *to pathways to change)*	**GO 1 – ACCESS TO HOUSING** Newcomers/migrants (families and single persons) have a good access to proper, affordable, and decent housing.	*Evolution of the proportion of newcomers/migrants who access to a proper, decent, and affordable housing in Gothenburg	*Municipal statistics					
	GO2 – POLITICAL ACTION Political authorities in municipalities are aware of the problems faced by newcomers/migrants in access to housing; they dialogue with citizens, and they are involved in concrete and relevant actions to "make the city" in a democratic way.	*Evolution of the position of the municipality of Gothenburg (number of interactions with local stakeholders, number of statements, etc.)	*List of meetings, calls, etc. *Press review					
	GO3 – COMMUNITIES Newcomers/migrants can organize themselves, together with other citizens, in cooperatives and/or communities, to	*Evolution of the number of cooperatives/communities created and/or animated in Gothenburg	*Data from association and other actors involved in this field					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
defend their interest and to contribute to the collective dynamic in the city.							
GO4 - JOB MARKET Newcomers/migrants and other people have an equal access to job market; they generate a proper income, which help them to face their housing needs in good conditions.	*Evolution of the difference between the proportion of newcomers/migrants unemployed and the proportion of other people unemployed in Gothenburg	*Municipal statistics *Data from organizations involved in this field					
SPECIFIC OBJECTIVE *(The **achievement** aimed by the project)*	**SO - A floating home is created and support the development of a living lab**	*1 floating house is built and installed *A community is organized around it	*M&E of the pilot				
EXPECTED RESULTS *(**Smaller achievements** that will enable the achievement*	**ER 1 – SOCIAL FOLLOW-UP** A relevant and efficient social follow-up is ensured for all the beneficiaries of the project	*Number of people who benefit from a social follow-up	*Data from social workers				
		*Number of social workers involved	*Data from social workers				
		*Dedicated time per person	*Data from social workers				

LOGICAL FRAMEWORK (= what we monitor and evaluate)					M&E MATRIX (= how we monitor and evaluate it)			
Project description		Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
of the specific objective/products of a cluster of 2 to 4 activities)	**Activities**	*Number of people who obtain an access to medical insurance	*Data from social workers					
		*Number of people who have a psychological support	*Data from social workers					
		*Number of children who obtain access to school	*Data from social workers					
		*Number of people who obtain a residence permit	*Data from social workers					
	ER 2 – PROFESSIONAL INCLUSION Pathways to professional inclusion are clearly drawn and activities are implemented to ensure it **Activities**	*Number of beneficiaries who are registered in local/national agencies	*Data from agencies					
		*Number of beneficiaries who follow a training session	*Training registrations/certificates					
		*Number of beneficiaries who have an occupation on a regular basis (non-formal, volunteering, etc.)	*Interview with beneficiaries					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	**Objectively verifiable indicators**	**Sources and means of verification**	**Assumptions**	**How to recover data on the field for this indicator?**	**How frequently?**	**Who collects the data?**	**How to process and analyze data to learn from them?**
ER 3 – DAILY LIFE Collective activities are organized, and beneficiaries share moments with people from the outside **Activities** ***Gatherings in the neighborhood** *Cultural activities *Etc.	*Number of people « from the outside » who share time/activities with the beneficiaries	*Listings of presence *Observations					
	*Number of collective activities implemented	*Listing of activities					
	*Number of activities dedicated to children	*Listing of activities					
ER 4 – BUILDING AND DEVELOPMENT Building activities are implemented thanks to professional and volunteers, with a focus on sustainability **Activities**	*Mechanisms are defined around the notion of "added-value"	*Observations					
	*Number of people involved in the building brigades	*Listing of involvement					
	*Number of volunteer who gain new knowledge and/or new skills	*Interviews and assessments					
	*Ratio of reused material in the building process	*Order form, invoices					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
ER 5 – COMMUNITY AND NEIGHBOURS Beneficiaries are in contact with people from the neighborhood, and they take part in local activities	*Number of groups, entities, which are created within or around the pilot	*Listing of groups *Observations					
	*Number of beneficiaries who have a proper access to services	*Interviews with beneficiaries *Registrations					
Activities	*Number of beneficiaries who participate in public events	*Listing of participants *Observations					

Table 2: logical framework and M&E matrix for the Gothenburg pilot

5. The pilot in Valencia

Here is how Quatorze summarize the project in a few words, on its work supports (Miro):

"A central inhabited constellation"

- o **Urban set up:** a beautiful historic city center showing signs of urban gentrification: a visible tension between tourism and declining working classes. A constellation of housings gathered by a common space.
Target group: the beneficiaries of the pilot project would be those applicants whose IP application has been denied and who have appealed the denial. They must meet the following requirements: on the one hand, they must have permission to reside and work while their appeal is being resolved; and on the other hand, they must meet or be close to meeting the requirements to apply for a residence permit through social/economic/educational ties.
In the Valencian Community, there are two collectives that can apply for a public subsidy known as the Valencian Income for Inclusion. These are those asylum seekers who have been granted IP and those asylum seekers whose application of IP had been rejected. The request for this assistance must be evaluated by the Regional Public Administration. The goal of the pilot is to enable inner monthly allowances when necessary. The common space foreseen in the project will be a central point to support the pilot project beneficiaries´ integration process.
- o **Timeframe:** at this stage, we can define a 5-year horizon.

5.1. Context analysis

During the first workshop, the UVEG team identifies 9 "blocks"/subjects, covering the main context issues of the pilot project in Valencia. We summarise them in the **Erreur ! Source du renvoi introuvable.**.

SUBJECT	OBSERVATIONS
RACISM	*Structural and historical racism in the Spanish society *Related to more complex cultural issues *Might be stronger depending on where you're from, your skin color, language knowledge, etc. *People make a difference between "migrants" and "expats" (coming from north countries and seen as upper class). Senior citizens, retired people from north countries (France, for instance) are not considered as migrants.
POVERTY & EXCLUSION	*A lot of people are at risk of social exclusion *A structural poverty can be observed within the Spanish society *The economic crisis, debts mechanism, have strong consequences; house underestimate maintains people in debt

SUBJECT	OBSERVATIONS
PUBLIC OPINION	*The public discourse is not "change oriented" *There is a discourse of competition for resources between local and migrants *Important role of medias in forming public opinions *The subject of migration tends to be ideological
POLITICAL ISSUES	*During elections periods (next: 2023), the subject become more sensitive *The politic landscape is unstable * In Spain both national-populism and far-right are deeply intertwined *We can observe a kind of "transfer of responsibility" to newcomers *To address this difficult context, community organization and migrants' associations are created
ADMINISTRATIVE STATUS	*There is a lack of knowledge of migrant's rights and willingness by public servants *A need for a proper strategy is perceptible *Migrants need more advice and support on their status, especially the youths *Unaccompanied minors are particularly vulnerable. When the turn 18, they can become suddenly illegal *Single women and women with young kids are more protected *It can take years to get a legal status (asylum, political, etc.) *Migrants must face a kind of snowball effect of difficulty, and they struggle with tight criteria's
LABOUR/ACCESS TO EMPLOYMENT	*Employers are looking for workforce *Migrants need to have a legal contract, and 3 months of salary, to have access to housing *With a long-term contract or job stability, idea of being an immigrant slowly disappear *Success stories are leverages to change perceptions; those stories are deeply linked with an access to a proper job *Informal labor market is the most accessible for migrants, but it's unstable and highly underpaid, sometimes unsafe *There is a hierarchy in jobs: "high for us, low for them" *Giving access to a job for newcomers is not only about skills and qualification, but also about trust
URBAN DYNAMICS	*Urban vulnerability exists in Spain *Urban segregation does exist as well *Phenomenon of "empty Spain"; cities are attractive, "magnetic", supposably places with more opportunities
HOUSING QUALITY	*The housing market is overcrowded * Illegal sub-renting is common (not visible, hard to check on) *Migrants who have access to housing often lives in bad conditions (a whole family in one room for instance) *Housing is often not appropriate (quality of construction)
HOUSING ACCESS & AFFORDABILITY	*Housing is not enough thought as a social right, more as a commodity and/or an investment *There is a structural lack of public and social housing, despite there is a lot of vacant private housing

SUBJECT	OBSERVATIONS
	*Prices rise partly because of this (small offer compared to the needs) *Real estate speculation is important *Touristic housing, tourist rentals, Airbnb, etc. have strong co-effects *Renting and fees are expensive (electricity and gaze)

Table 3 : analysis of the context in Valencia

5.2. Map of involvements and modeling of the theory of change

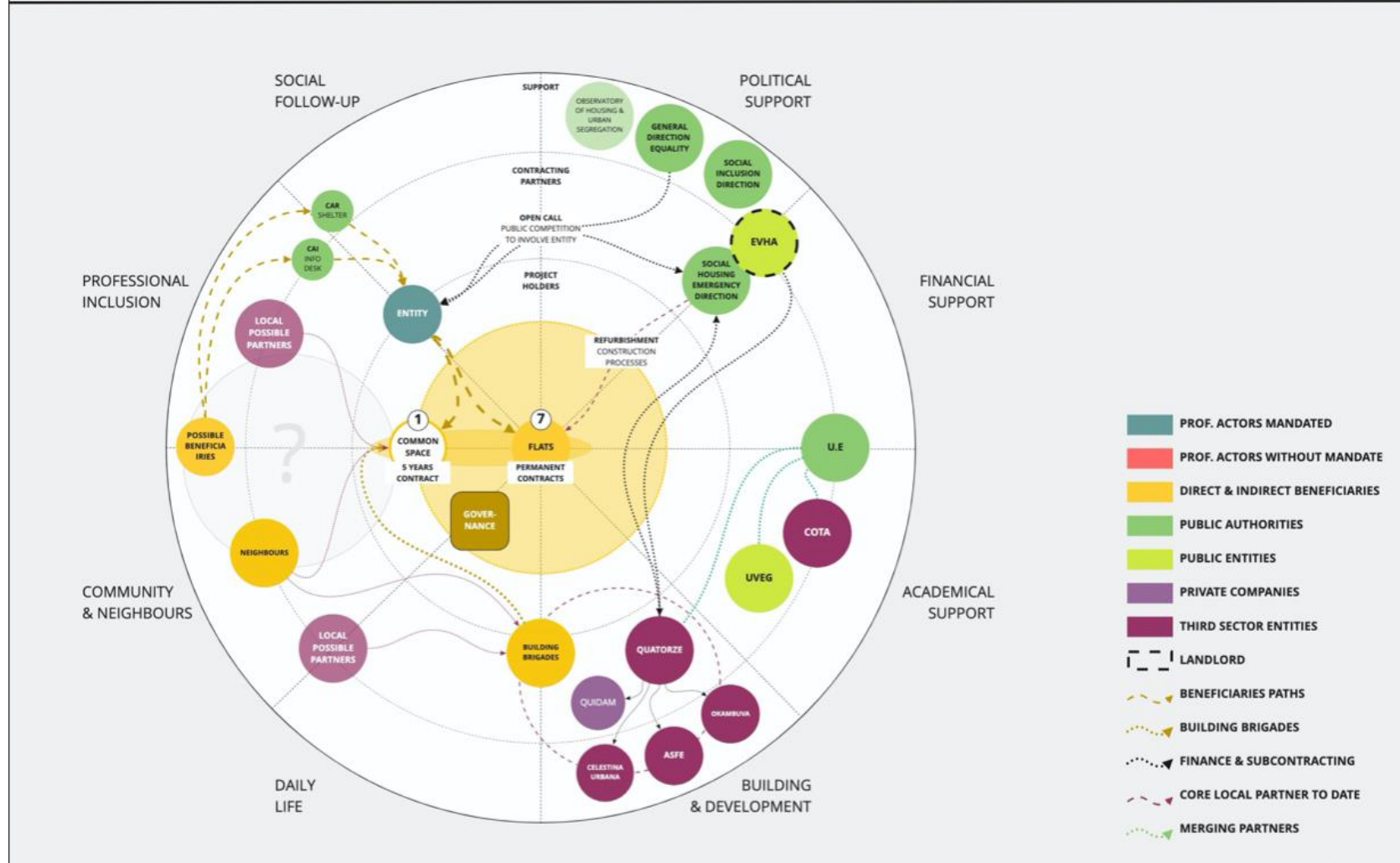*The map has been elaborated by Quatorze within the WP4.*

Figure 8 : mapping of actors in Valencia

Sphere of control	Sphere of influence	Sphere of interest/impact

MERGING

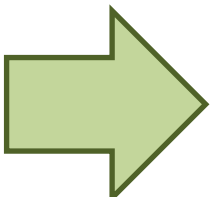| *Within the MERGING timeframe*	*On a 5-10 years horizon*	*On a 15 years horizon*

Expected Result (ER) 1 – SOCIAL FOLLOW-UP

A relevant and efficient social follow-up is ensured for all the beneficiaries of the project

ER 2 – PROFESSIONAL INCLUSION

Pathways to professional inclusion are clearly drawn and activities are implemented to ensure it

ER 3 – DAILY LIFE

Collective activities are organized, and beneficiaries share moments with people from the outside

ER 4 – BUILDING AND DEVELOPMENT

Building activities are implemented thanks to professional and volunteers, with a focus on sustainability

ER 5 – COMMUNITY AND NEIGHBOURS

Beneficiaries are in contact with people from the neighborhood, and they take part in local activities

The actors we need to scale up, and the way they interact (CF. ACTORS MAPPING)

Pathways to change

1.REGULATING THE HOUSING MARKET (URBAN AGENDA)
The rules and functioning of the housing market are adapted to the necessity of integration of newcomers/migrants in the society.

2.PERSONAL EMPOWERMENT & HOLISTIC FOLLOW-UP (TRAINING, EMPLOYMENT, HEALTH)
Newcomers/migrants are empowered, so they can pursue their personal life and family itinerary as they wish, with the needed personal resources to do so.

3.NEIGHBOURHOOD & COMMUNITY DEVELOPMENT (PARTICIPATION)
Newcomers/migrants develop a sense of belonging to their neighborhood, communities and to the society, and they act like builders of these different ecosystems.

4.POLITICAL ASPECTS & PUBLIC OPINION
Citizens and local authorities are aware of the necessity to ensure integration for newcomers/migrants, and they take concrete actions to do so.

Long term vision
(=Ultimate change)

With a right-based approach, Europe is a welcoming place. Its democracy is reinforced: promoting transparency, managing diversity, and giving more power to citizens through bottom-up participatory processes. Citizens and society are care givers to the human and the planet, they manage resources wisely to fulfill everyone's need. Newcomers feel perfectly normalized, they can pursue their personal life and family itinerary as they wish. They have access to proper habitats which gives them a sense of belonging to neighborhood as open-inclusive spaces and synergetic ecosystems. They are part of various communities and to a society where everyone feels like a builder of it.

Figure 9 : theory of change in Valencia

European <!-- partially obscured --> nt agree

30

5.3. Logical framework and M&E matrix

LOGICAL FRAMEWORK (= what we monitor and evaluate)					M&E MATRIX (= how we monitor and evaluate it)			
Project description		Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
GLOBAL OBJECTIVE *(How we **contribute** to pathways to change)*	**GO 1 – REGULATING THE HOUSING MARKET (URBAN AGENDA)** The rules and functioning of the housing market are adapted to the necessity of integration of newcomers/migrants in the society.	*Evolution of the proportion of newcomers/migrants who have access to the formal housing market	*Municipal statistics *Data from organizations involved on the field					
	GO2 – PERSONAL EMPOWERMENT & HOLISTIC FOLLOW-UP (TRAINING, EMPLOYMENT, HEALTH) Newcomers/migrants are empowered, so they can pursue their personal life and family itinerary as they wish, with the needed personal resources to do so.	*Evolution of the proportion of newcomers/migrants who declare being empowered enough to lead their own trajectory	*Interviews and focus-groups					
	GO3 – NEIGHBOURHOOD & COMMUNITY	*Evolution of the proportion of migrants/newcomers	*Interviews and focus-groups					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
DEVELOPMENT (PARTICIPATION) Newcomers/migrants develop a sense of belonging to their neighborhood, communities and to the society, and they act like builders of these different ecosystems.	who declare feeling as member of their neighborhood						
GO 4 - POLITICAL ASPECTS & PUBLIC OPINION Citizens and local authorities are aware of the necessity to ensure integration for newcomers/migrants, and they take concrete actions to do so.	*Evolution of the number of actions taken in favor of the integration of migrants/newcomers in Valencia	*Watch on the political action					
GO 5 - RESSOURCES MANAGEMENT Newcomers/migrants can fulfill their needs thanks to a proper management of human and natural resources.	*Evolution of the access to basic needs for migrants/newcomers in Valencia	*Interviews and focus-groups					

LOGICAL FRAMEWORK (= what we monitor and evaluate)					M&E MATRIX (= how we monitor and evaluate it)			
Project description		Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
SPECIFIC OBJECTIVE *(The **achievement** aimed by the project)*	**SO – A central inhabited constellation is created in the old town of Valencia**	*7 flats are occupied by migrants/newcomers *1 common space is functioning	M&E of the pilot					
EXPECTED RESULTS *(**Smaller achievements** that will enable the achievement of the specific objective/products of a cluster of 2 to 4 activities)*	**ER 1 – SOCIAL FOLLOW-UP** A relevant and efficient social follow-up is ensured for all the beneficiaries of the project **Activities**	*Number of people who benefit from a social follow-up	*Data from social workers					
		*Number of social workers involved	*Data from social workers					
		*Dedicated time per person	*Data from social workers					
		*Number of people who obtain an access to medical insurance	*Data from social workers					
		*Number of people who have a psychological support	*Data from social workers					
		*Number of children who obtain access to school	*Data from social workers					
		*Number of people who obtain a residence permit	*Data from social workers					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)				
Project description		**Objectively verifiable indicators**	**Sources and means of verification**	**Assumptions**	**How to recover data on the field for this indicator?**	**How frequently?**	**Who collects the data?**	**How to process and analyze data to learn from them?**
	ER 2 – PROFESSIONAL INCLUSION Pathways to professional inclusion are clearly drawn and activities are implemented to ensure it **Activities**	*Number of beneficiaries who are registered in local/national agencies	*Data from agencies					
		*Number of beneficiaries who follow a training session	*Training registrations/certificates					
		*Number of beneficiaries who have an occupation on a regular basis (non-formal, volunteering, etc.)	*Interview with beneficiaries					
	ER 3 – DAILY LIFE Collective activities are organized, and beneficiaries share moments with people from the outside **Activities**	*Number of people « from the outside » who share time/activities with the beneficiaries	*Listings of presence *Observations					
		*Number of collective activities implemented	*Listing of activities					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	**Objectively verifiable indicators**	**Sources and means of verification**	**Assumptions**	**How to recover data on the field for this indicator?**	**How frequently?**	**Who collects the data?**	**How to process and analyze data to learn from them?**
*Gatherings in the neighborhood *Cultural activities *Etc.	*Number of activities dedicated to children	*Listing of activities					
ER 4 – BUILDING AND DEVELOPMENT Building activities are implemented thanks to professional and volunteers, with a focus on sustainability **Activities**	*Mechanisms are defined around the notion of "added-value"	*Observations					
	*Number of people involved in the building brigades	*Listing of involvement					
	*Number of volunteer who gain new knowledge and/or new skills	*Interviews and assessments					
	*Ratio of reused material in the building process	*Order form, invoices					
ER 5 – COMMUNITY AND NEIGHBOURS	*Number of groups, entities, which are created within or around the pilot	*Listing of groups *Observations					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
Beneficiaries are in contact with people from the neighborhood, and they take part in local activities **Activities**	*Number of beneficiaries who have a proper access to services	*Interviews with beneficiaries *Registrations					
	*Number of beneficiaries who participate in public events	*Listing of participants *Observations					

Table 4: logical framework and M&E matrix for the pilot in Valencia

6. The pilot in Lyon

Here is how Quatorze summarize the project in a few words, on its work supports (Miro):

"A mixed village of tiny houses and more"

o **Urban set up**: a mixed village of tiny houses in an urban garden, a protected place in and away from the city.
o **Target group**: mixing populations between persons in need of social support and other type of audience without specific social needs. In the first group: refugees, women victim of domestic violence, first hour program beneficiary and a family who was evicted from their house. In the second tiny house owners and inhabitants, mostly motivated by the idea of reducing their carbon footprint.
o **Timeframe**: a 3 to 5 years occupation as a step in a much bigger, long term urban redevelopment project.

6.1. Context analysis

During the first ToC workshop organized in October 2021 in Lyon, a context analysis has been conducted, in link with the analysis established in the WP4. We summarize below in the **Erreur ! Source du renvoi introuvable.** the 8 "blocks" of ideas which have been identified, and the precise elements the stakeholders have shared for each of them.

SUBJECT	OBSERVATIONS
THE BENEFICIARIES OF THE PROJECT	*A major challenge has been identified around the status of people: asylum seekers, beneficiaries of international protection, people with another residence permit, people without papers, etc. To work on access to housing and integration, it is necessary that the direct beneficiaries, and the social workers who accompany them, have visibility on their possibility of integration ("integrating a public which has a palpable integration time"). Working with refugees or beneficiaries of international protection is therefore easier because they have the right to work and benefit from funded language training, for example. *Also consider the mix of audiences in the project: direct beneficiaries, exiled people with a residence permit with the right to work / indirect beneficiaries, benefiting from and/or participating in the place without being housed there.
THE STAKEHOLDERS OF THE PROJECT	**The metropolis and the city of Lyon*: the new executive of the metropolis is open to experiment on access to housing and work for people without titles or rights, as well as on transitional urban planning, as evidenced by the agreements made between the metropolis and two squats. However, elected officials have difficulty in having visibility on the land that can be mobilized. The metropolis and the city of Lyon have joined ANVITA

SUBJECT	OBSERVATIONS
	(national association of welcoming cities and territories) and they express a desire to work with new actors on the issue of welcoming migrants. However, the budget remains limited on the question of the reception and integration of exiled people. ***The prefecture**: key player in the issuance of residence permits. The Rhône prefecture is not necessarily open to allowing access to FLE training to people without a residence permit. However, this remains to be verified. ***The Region**: it has no power in terms of accommodation, housing, integration of exiled people. ***Associations**: there may be a risk of competition between associations, with the historical player in the support of refugees (Forum Réfugiés - Cosi). However, this risk will be less on an experimental project, bringing a new vision, a different approach compared to what has been done so far (example: the Accelair program piloted by Forum Réfugiés does not support people who have obtained international protection in a department other than the Rhône, but who live there).
THE WELCOME AND INTEGRATION POLICY	*Insufficient coordination of strategies and actors *Difficulties in operationalizing the national strategy at the local level, particularly about access to housing in cities where the real estate market is under pressure *The issue of regularizing audiences is a key element of success
LIMITED FINANCIAL RESOURCES	*Weak public funding *Possibility of mixing public/private resources (endowment funds, foundations, etc.) *Possibility of creating income-generating activities, developing entrepreneurship *Possibility for direct beneficiaries to contribute financially to accommodation
HOUSING/HABITAT/PLACE OF LIFE	*Strong tensions on the real estate market, very long delays in accessing social housing. Difficulties in accessing housing even for people who have a residence permit and the right to work *Discrimination in access to housing and accommodation *Tensions on land: few lands available *Need to consider habitat in the broad sense and not just housing. Housing means a closed room and separate intended for habitation, while habitat designates more broadly all the conditions and housing environment: accessibility, shops and services, public spaces, etc. *Dimension of the place: need to consider the critical size so that social workers can support people effectively
TERRITORY	*Inclusion of the project in the territory: the size of the project can also influence its acceptability on the territory/the profile of the territory and the population can influence the inclusion of the project at the local level *Think about the functional mix of places, according to the needs not covered on the territory *Need to take public opinion into account, to think about communication, consultation, co-construction, etc.

SUBJECT	OBSERVATIONS
	*Consider the question of mobility which can limit access to public services
PARTICIPATION OF BENEFICIARIES	*Important issue related to the participation of people in exile in the project
ISSUE ON THE DUPLICATION OF THE PROJECT	*Importance of considering today the obstacles linked to the administrative status of people to be able to set up a pilot action that works, to then be able to rely on this experiment with other audiences.

Table 5: analysis of the context in Lyon

6.2.   Map of involvements and modeling of the theory of change

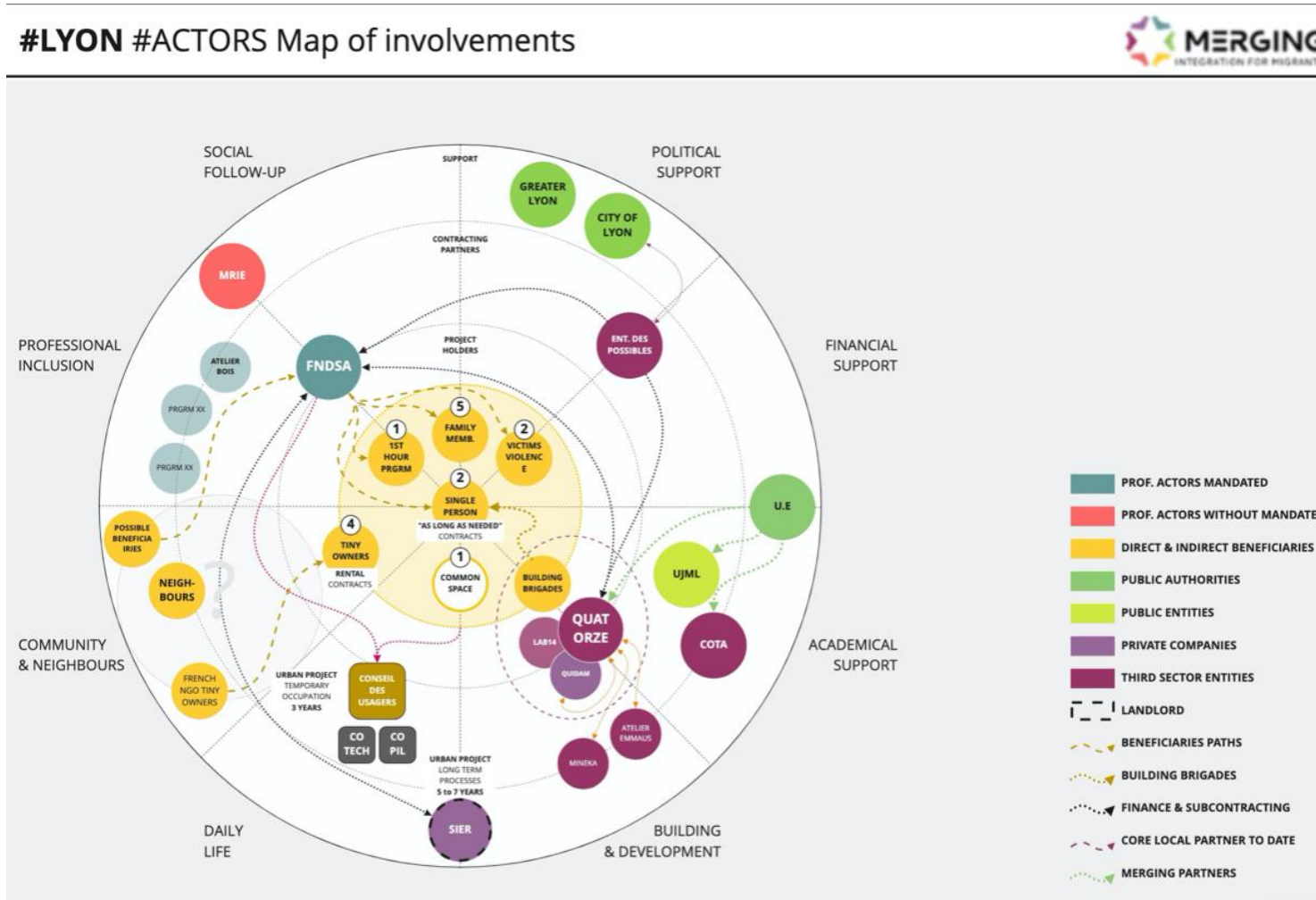*The map has been elaborated by Quatorze within the WP4.*

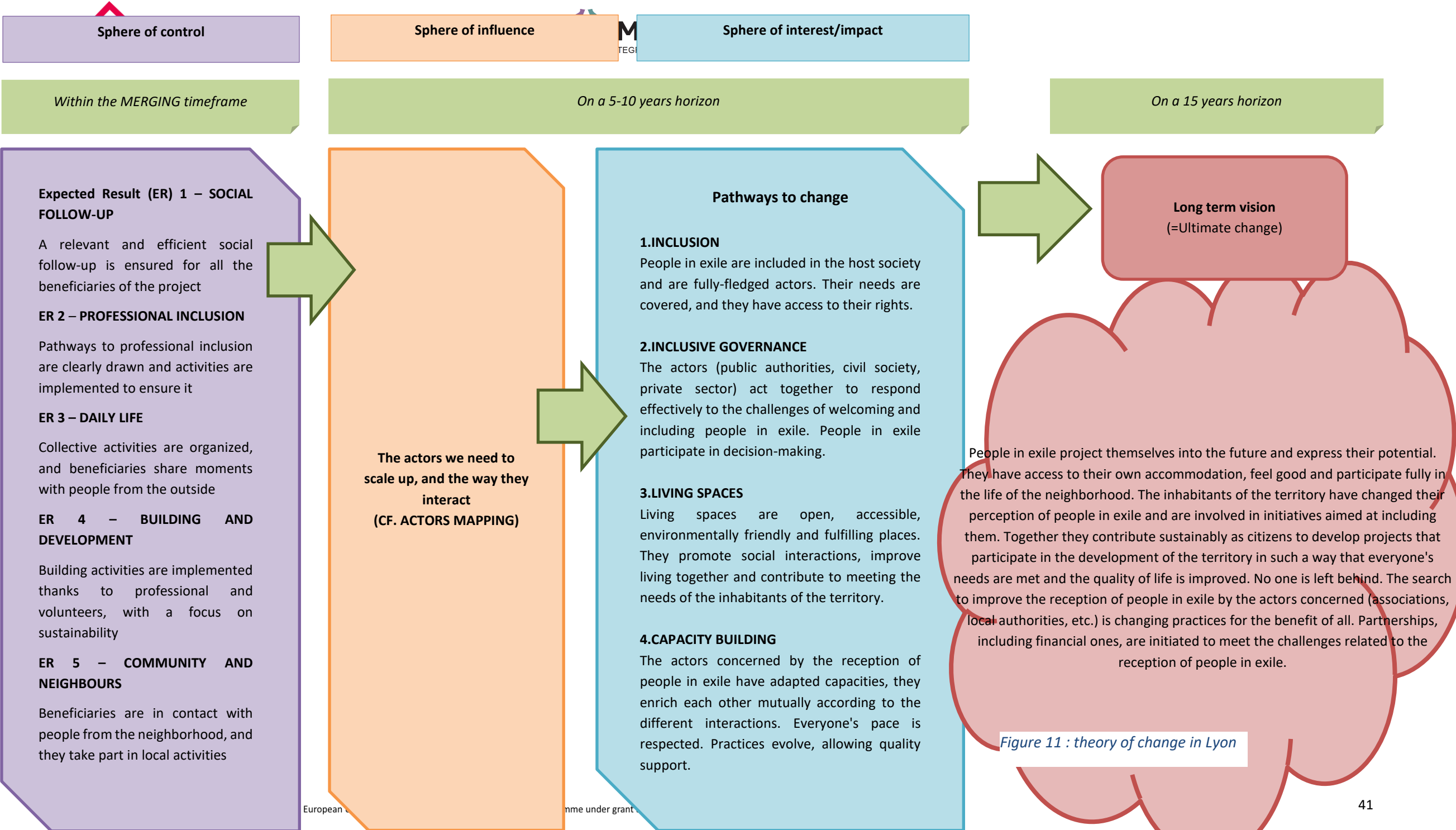*Figure 10 : mapping of actors in Lyon*

Sphere of control	Sphere of influence	Sphere of interest/impact

Within the MERGING timeframe	On a 5-10 years horizon	On a 15 years horizon

Expected Result (ER) 1 – SOCIAL FOLLOW-UP

A relevant and efficient social follow-up is ensured for all the beneficiaries of the project

ER 2 – PROFESSIONAL INCLUSION

Pathways to professional inclusion are clearly drawn and activities are implemented to ensure it

ER 3 – DAILY LIFE

Collective activities are organized, and beneficiaries share moments with people from the outside

ER 4 – BUILDING AND DEVELOPMENT

Building activities are implemented thanks to professional and volunteers, with a focus on sustainability

ER 5 – COMMUNITY AND NEIGHBOURS

Beneficiaries are in contact with people from the neighborhood, and they take part in local activities

The actors we need to scale up, and the way they interact (CF. ACTORS MAPPING)

Pathways to change

1.INCLUSION
People in exile are included in the host society and are fully-fledged actors. Their needs are covered, and they have access to their rights.

2.INCLUSIVE GOVERNANCE
The actors (public authorities, civil society, private sector) act together to respond effectively to the challenges of welcoming and including people in exile. People in exile participate in decision-making.

3.LIVING SPACES
Living spaces are open, accessible, environmentally friendly and fulfilling places. They promote social interactions, improve living together and contribute to meeting the needs of the inhabitants of the territory.

4.CAPACITY BUILDING
The actors concerned by the reception of people in exile have adapted capacities, they enrich each other mutually according to the different interactions. Everyone's pace is respected. Practices evolve, allowing quality support.

Long term vision
(=Ultimate change)

People in exile project themselves into the future and express their potential. They have access to their own accommodation, feel good and participate fully in the life of the neighborhood. The inhabitants of the territory have changed their perception of people in exile and are involved in initiatives aimed at including them. Together they contribute sustainably as citizens to develop projects that participate in the development of the territory in such a way that everyone's needs are met and the quality of life is improved. No one is left behind. The search to improve the reception of people in exile by the actors concerned (associations, local authorities, etc.) is changing practices for the benefit of all. Partnerships, including financial ones, are initiated to meet the challenges related to the reception of people in exile.

Figure 11 : theory of change in Lyon

6.3. Logical framework and M&E matrix

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)				
Project description		Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
GLOBAL OBJECTIVE *(How we **contribute** to pathways to change)*	**GO 1 – INCLUSION** People in exile are included in the host society and are fully-fledged actors. Their needs are covered, and they have access to their rights.	*Evolution of the access to basic needs for people in exile in Lyon	*Data from social workers					
	GO2 – INCLUSIVE GOVERNANCE The actors (public authorities, civil society, private sector) act together to respond effectively to the challenges of welcoming and including people in exile. People in exile participate in decision-making.	*Evolution of the synergies between the different actors in Lyon (number of common initiatives, partnerships, etc.)	*Mapping of partnerships and initiatives					
	GO3 – LIVING SPACES Living spaces are open, accessible, environmentally friendly and fulfilling places. They promote social interactions, improve	*Evolution of the perception of people in exile about the living spaces in Lyon	*Interviews and focus-groups					

	LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
	Project description	**Objectively verifiable indicators**	**Sources and means of verification**	**Assumptions**	**How to recover data on the field for this indicator?**	**How frequently?**	**Who collects the data?**	**How to process and analyze data to learn from them?**
	living together and contribute to meeting the needs of the inhabitants of the territory.							
	GO4 - CAPACITY BUILDING The actors concerned by the reception of people in exile have adapted capacities, they enrich each other mutually according to the different interactions. Everyone's pace is respected. Practices evolve, allowing quality support.	*Evolution of the perception of the quality for hosting people in exile, from both sides (people in exile themselves and hosting actors)	*Interviews and focus-groups					
SPECIFIC OBJECTIVE *(The **achievement** aimed by the project)*	**SO - A mixed village of tiny houses and more is created**	*Number of tiny houses located on the dedicated area	*Data from construction					
		*Number of people living in it	*Listing of inhabitants					
		*Number of people living in the area with another housing solution	*Listing of inhabitants					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description		Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
EXPECTED RESULTS (*Smaller achievements* that will enable the achievement of the specific objective/products of a cluster of 2 to 4 activities)	ER 1 – SOCIAL FOLLOW-UP A relevant and efficient social follow-up is ensured for all the beneficiaries of the project **Activities**	*Number of people who benefit from a social follow-up	*Data from social workers					
		*Number of social workers involved	*Data from social workers					
		*Dedicated time per person	*Data from social workers					
		*Number of people who obtain an access to medical insurance	*Data from social workers					
		*Number of people who have a psychological support	*Data from social workers					
		*Number of children who obtain access to school	*Data from social workers					
		*Number of people who obtain a residence permit	*Data from social workers					
	ER 2 – PROFESSIONAL INCLUSION Pathways to professional inclusion are clearly drawn and activities are implemented to ensure it	*Number of beneficiaries who are registered in local/national agencies	*Data from agencies					
		*Number of beneficiaries who follow a training session	*Training registrations/certificates					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
Activities	*Number of beneficiaries who have an occupation on a regular basis (non-formal, volunteering, etc.)	*Interview with beneficiaries					
ER 3 – DAILY LIFE Collective activities are organized, and beneficiaries share moments with people from the outside **Activities** *Gatherings in the neighborhood *Cultural activities *Etc.	*Number of people « from the outside » who share time/activities with the beneficiaries	*Listings of presence *Observations					
	*Number of collective activities implemented	*Listing of activities					
	*Number of activities dedicated to children	*Listing of activities					
ER 4 – BUILDING AND DEVELOPMENT Building activities are implemented thanks to professional and	*Mechanisms are defined around the notion of "added-value"	*Observations					
	*Number of people involved in the building brigades	*Listing of involvement					

LOGICAL FRAMEWORK (= what we monitor and evaluate)				M&E MATRIX (= how we monitor and evaluate it)			
Project description	Objectively verifiable indicators	Sources and means of verification	Assumptions	How to recover data on the field for this indicator?	How frequently?	Who collects the data?	How to process and analyze data to learn from them?
volunteers, with a focus on sustainability **Activities**	*Number of volunteer who gain new knowledge and/or new skills	*Interviews and assessments					
	*Ratio of reused material in the building process	*Order form, invoices					
ER 5 – COMMUNITY AND NEIGHBOURS Beneficiaries are in contact with people from the neighborhood, and they take part in local activities	*Number of groups, entities, which are created within or around the pilot	*Listing of groups *Observations					
	*Number of beneficiaries who have a proper access to services	*Interviews with beneficiaries *Registrations					
Activities	*Number of beneficiaries who participate in public events	*Listing of participants *Observations					

.

Table 6 : logical framework and M&E matrix for the pilot in Lyon

7.   Conclusion

In the middle of the MERGING project, while the pilots are on their way to being implemented, we made an important step toward the evaluation of the concrete results and social progress this initiative will bring.

Thanks to a participative approach, by mobilizing a mixed methodology (which relied both on results-based management approach and a change-oriented approach), we managed to design global M&E guidelines, and a framework which is, at the same time specific for each pilot, and common to all three of them.

Task 6.2 will allow us to go further inside the M&E mechanism, and to mobilize local stakeholders from each pilot in the collection, processing, and dissemination of data. To do so, we will keep a participative approach, and we will comply as much as possible with the reality of the local territories, by staying flexible in our use of tools and methods.