

The integration of migrants and refugees: tools and methodology.
The experience of Programma integra.

Valentina Fabbri Programma integra Sofia 29-11_2017



Who are the migrants in Italy?



Economical migration





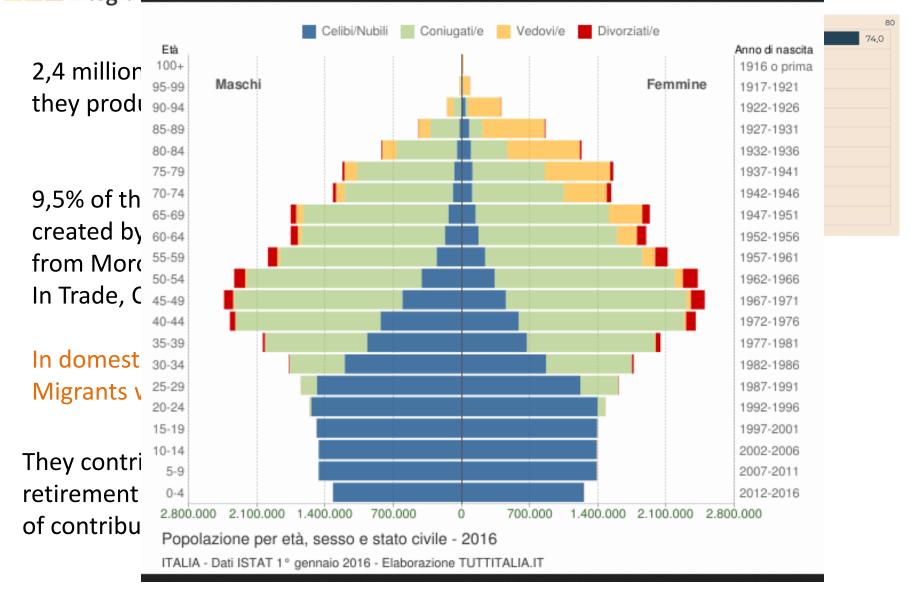
Migrants for economical/family reasons: 5.026.153 - 8,3% of pop.

They come with a clear migration project and only if they get an authorization before coming.

Women represent 52,7% of total.



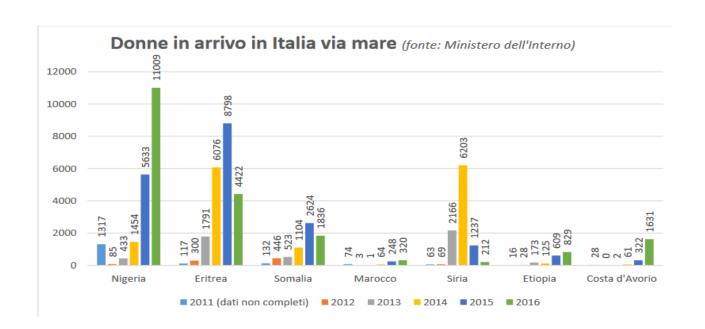
	Valore assoluto	Incidenza sul totale stranieri
Romania	1.151.395	22,9%
Albania	467.687	9,3%
Marocco	437.485	8,7%
Cina	271.330	5,4%
Ucraina	230.728	4,6%
Filippine	165.900	3,3%
India	150.456	3,0%
Moldova	142.266	2,8%
Bangladesh	118.790	2,4%
Egitto	109.871	2,2%





Forced migrants:

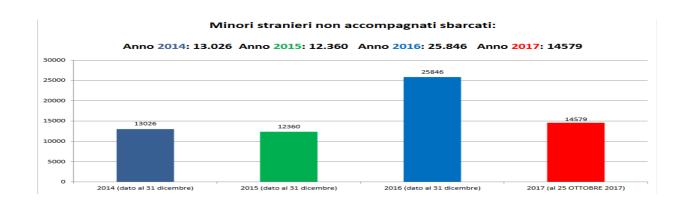
Victim of trafficking: those who are forced to enter in Italy for prostitution or begging. We give them tutelage through the law on immigration (art. 18 D.lgs.286/98).





Forced migrants:

Unaccompanied minor: those who enters before 18 years. They cannot be expelled and they are sent by the family for earning money. We give them tutelage under the law 47/2017 and Civil Code





Forced migrants:

International protection seekers, refugees, beneficiaries of subsidiary protection and humanitarian protection. Law referrement: 1951 Geneva Convention and 32-33/2013 EU directives issued under the CEAS - Common European Asylum System adopted in Italy with d.lgs. 142/2015 and 18/2014







ASYLUM PROCEDURES DIRECTIVE: establishes common standards of safeguards and guarantees to access a fair and efficient asylum procedure.



RECEPTION CONDITIONS DIRECTIVE: establishes minimum common standards of living conditions for asylum applicants; ensures that applicants have access to housing, food, employment and health care.



QUALIFICATION DIRECTIVE: establishes common grounds for granting international protection and foresees a series of rights for its beneficiaries (residence permits, travel documents, access to employment and education, social welfare and healthcare).



DUBLIN REGULATION: determines which Member State is responsible for examining a given asylum application.



EURODAC REGULATION: establishes an EU asylum fingerprint database. When someone applies for asylum, no matter where in the EU, their fingerprints are transmitted to the EURODAC central system.



1951 Geneva Convention

Whoever owing to well founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is out-side the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of th protection of that country.



Subisdiary protection D. 2004/83/UE - 2011/95/UE

It is guaranteed to a third country national or stateless who would face a real risk of suffering serious harm if s/he return to the country of origin.

Serious harm is defined as the risk of: "(a) death penalty or execution; or (b) torture or inhuman or degrading treatment or punishment of an applicant in the country of origin; or (c) serious and individual threat to a civilian's life or person by reasons of indiscriminate violence in situations of international or internal armed conflict."



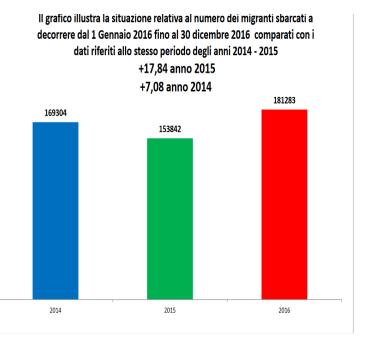
Arrivals and first reception

In 2016 more **than 181.000 arrivals** in Italy coming from Nigeria, Eritrea Guinea.

350.000 arrivals in Europe:

170.000 via turkey and 180.000 via Lybia and Egypt.

4.812 death in the sea

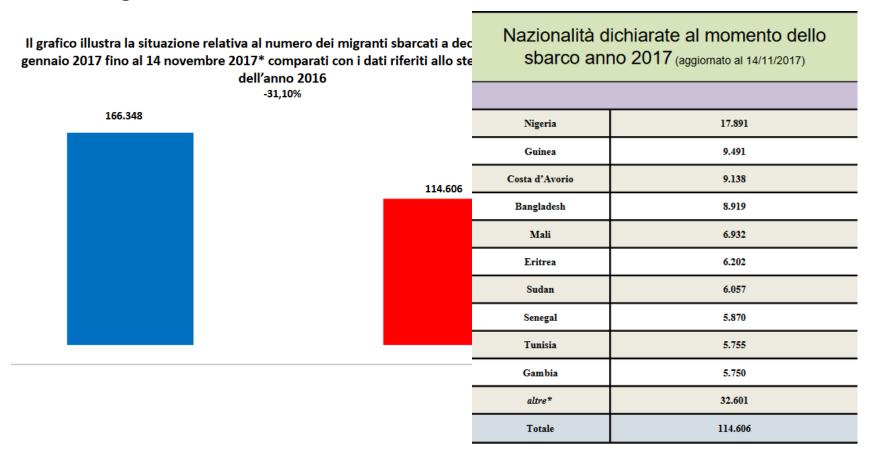




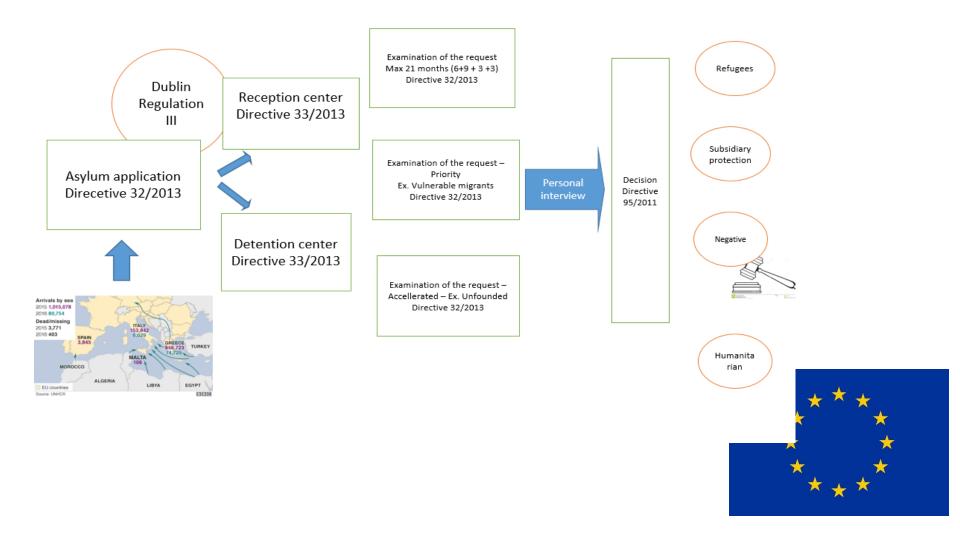


Arrivals and first reception

In 2017 less than 31% of arrivals in Italy coming from Nigeria, Guinea, Ivory Coast, Bangladesh.







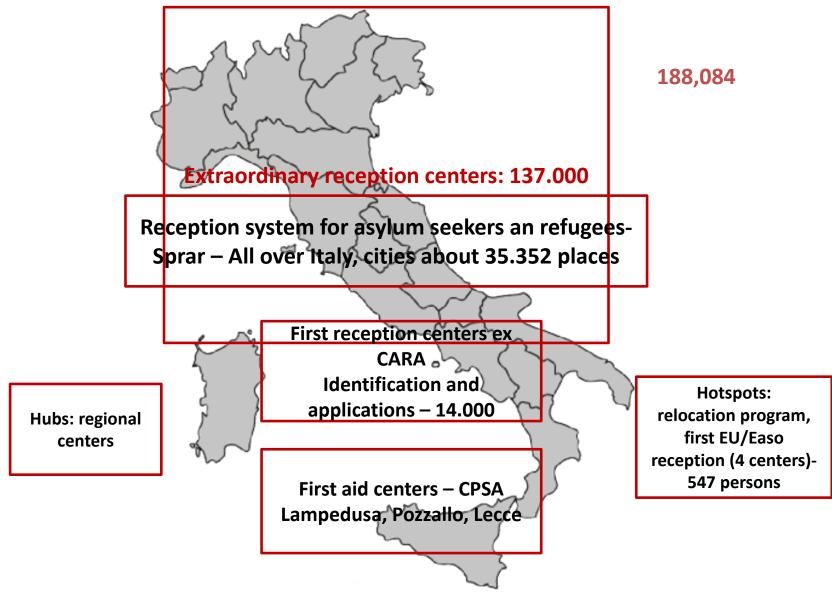


Arrivals and applications

Year	People arrived	Asylum	Evaminated	Countries of origins	Women	Denial%	Refugee%	Subs%	Hum%
2001		17.406		Iraq, Turchia, ex Jug	Women	52	17	5453 70	21
2002	23.719			Iraq, Turchia, ex Jug		60	8		6
2003		13.931		Turchia, Ex Jug, Iraq		53	7		17
2004				Somalia,Romania		31	11		33
2005	22.939	9.583	14.052	Ex Jug, Eritrea, Liberia		39	8		30
2006	22.016	9.234	14.254	Eritrea, ex Jug, Nigeria		31	8		36
2007	20.455	12.451	21.198	Ex jug, Eritrea, Nigeria		24	8		47
2008	36.951	31.100	23.175	Somalia, Nigeria, Eritrea		39	9	30	16
2009	9.573	15.918	25.113	Nigeria, Somalia, Bangladesh		44	9	21	10
2010	4.406	8.897	14.042	Nigeria, Ex Jug, Pakistan		33	15	16	26
2011	64.261	32.645	25.626	Tunisia, Nigeria, Pakistan		44	8	10	22
2012	13.245	15.886	26.969	Nigeria, Gambia, Mali		17	7	15	52
2013	42.925	25.207	23.634	Nigeria, Pakistan, <mark>Somalia</mark>	3.654	29	13	24	24
2014	169.304	61.711	36.270	Nigeria, Pakistan, Gambia	4.753	39	10	23	28
2015	153.842	83.970	71.117	Nigeria, Pakistan, Senegal	9.720	60	5	14	21
2016	181.283	123.600	91.102	Nigeria, Pakistan, Gambia	18.594	58	5	14	21



Sistema di accoglienza nazionale





Numbers

5,3 milioni refugees in europe

3 milioni in Turchia

74.853 in Italia

 1.259.955 asylum application in Europe

745.155 in Gemania

123.600 in Italia

 17.2 milion refugees in the world • 500 milioni popolazione UE

0,46%

60.6 milioni popolazione
 Italia

0,12%

7,5 billions popolazione mondiale

0,22%



Nationalities in EU

- Siria, Afghanistan, Iraq (over 100)
- Pakistan, Nigeria, Iran (40.000)
- Eritrea, Albania (30.000)
- Russia, Somalia (20.000)







Women arrivals and first reception

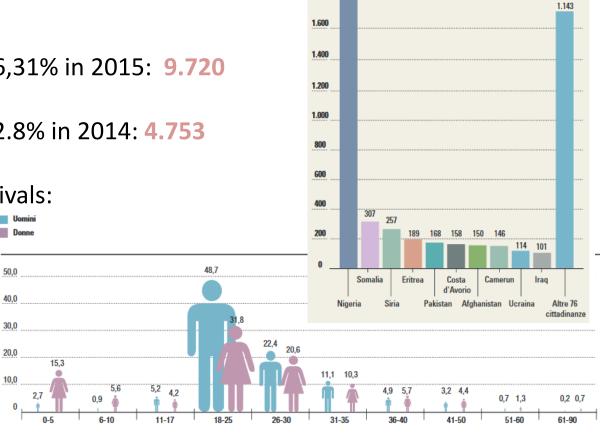
Women represent the 15,04% of migrants arrived in Italy in 2016: 18.594

They represented 6,31% in 2015: 9.720

They represented 2.8% in 2014: 4.753

Nationalities of arrivals:

Nigeria 32,5% Somalia 25% Ivory Coast 13,6%



PRIME DIECI NAZIONALITÀ DELLA POPOLAZIONE

FEMMINILE ACCOLTA VALORI ASSOLUTI

1.821

2.000

1.800



Rome in numbers

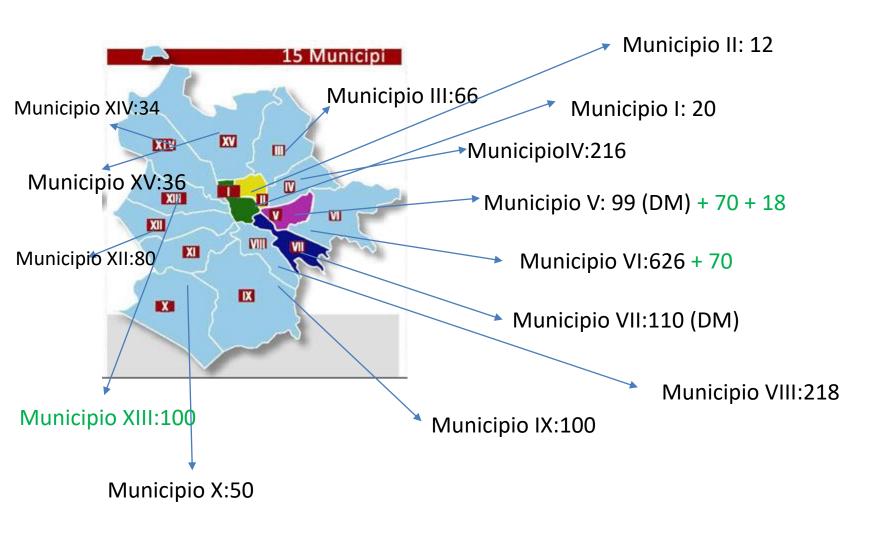


Inhabitants: 2.868.468

Sprar places: 1.994 +8 (DM)

Extraordinary center for refugees: 4.712 places

CENTERS «of» THE CITY Total number 2.260





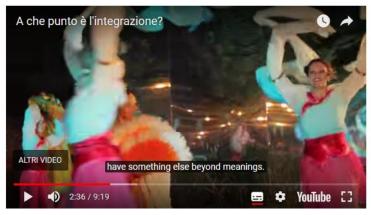
Programma integra

A che punto è l'integrazione?

Programma integra works in this area since 2005 trying to help who is in reception center to be "integrated" in the territory.

'Voci migranti' raccontano il loro difficile percorso di integrazione a Roma, affiancate dal contributo di rappresentanti istituzionali, operatori e professionisti del sociale.

Video realizzato da Programma Integra per i suoi 10 anni di attività, il 20 luglio 2015.



The social inclusion of migrants is the only way of improving the condition of living inside each communities for all Video "A che punto è l'integrazione?"

https://www.programmaintegra.it/wp/risorse/multimedia/



Integration

After reception period is important to put the basys to a sustainable way out from the centers to live autonomously.

The **integration** is the term we use...

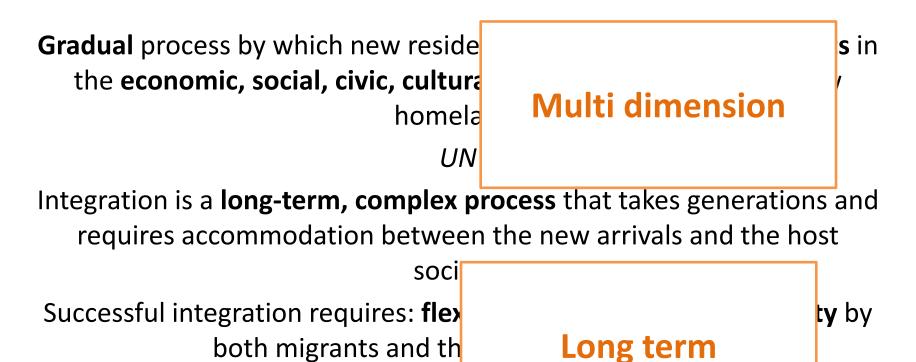
"Integration is the process by which migrants become

accepted into society, both c
The openness of this definition the responsibility for the interpretation particular group, but rainmigrants, institution, civil societies communicies."

Penninx



INTEGRATION



E



What is integration?



UNHCR – United Nation High Commissioner for Refugees

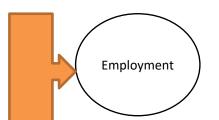
The integration of refugees is a **dynamic and multifaceted two-way process** which requires **efforts** by all parties concerned, including a preparedness on the part of refugees to **adapt** to the host society without having to forget their own cultural identity, and a corresponding **readiness** on the part of host communities. The process of integration is **complex and gradual**, comprising distinct but interrelated **legal**, **economic**, **social and cultural dimensions**, all of which are important for refugees' ability to integrate successfully as fully included members of society.

Multidimension

Rights and citizenship

Cultural knowledge Safety and stability

Social Bridges Social Bonds Social links



Housing

Education

Health





https://www.youtube.com/watch?v=XliOglQkXf8

THE SOCIAL INCLUSION OF MIGRANTS IN EUROPE

IS NATIONAL DIVERISTY GENERATING DIFFERENT RESULTS?

Is really economic performance the key indicator for integration?



What is integration for European Union?



Integration is a precondition for an inclusive, cohesive and prosperous society

7 June 2016 - European Commission presented the **Action Plan on the Integration** of Third-Country Nationals, with the aim to support Member States in the integration of the 20 million non-EU nationals residing legally in the EU.

The Plan describes the concrete measures that the Commission will implement in this regard. While it targets all third country nationals in the EU, it also contains actions to address the specific challenges related to refugees.

Why?

- A successful integration of all third-country nationals, whether recently arrived or not, will make migration an opportunity for both third-country nationals and host societies;
- lt's a joint responsibility and a common interest to invest and work together on integration
- The recent **increase in migratory flows** has reinforced the need for effective integration policies on integration of third-country nationals



1. PRE-DEPARTURE/ PRE-ARRIVAL MEASURES

Providing support to integration of third country nationals legally residing in the EU at the earliest stage in the migration process has proven to be **a key element of successful integration**. Such measures are particularly important to prepare the resettlement of refugees.

Examples of actions: launch of projects supporting pre-departure and pre-arrival measures for local communities; engagement with Member States to strengthen cooperation with selected third-countries on pre-departure measures.



2. EDUCATION



Education and training are among the most powerful tools for integration and access to them should be ensured as soon as possible.

Examples of actions: online language assessment and learning for newly arrived migrants; promoting inclusive education; promoting the upgrading of skills of third country nationals; promoting the removal of barriers for the participation of migrant children in early childhood education.



3. LABOUR MARKET & VOCATIONAL TRAINING

Employment and early integration into vocational training are core parts of the integration process. Finding a job is fundamental to becoming part of the host country's economic and social life.

Examples of actions: Promoting good practices and support projects for labour market integration through "fast-track" insertion and vocational training; pilot projects for migrant entrepreneurship.

The "New Skills Agenda for Europe" will also develop actions to support validation of skills and recognition of qualifications such as a "Skills and Qualifications Toolkit" for newly arrived third-country nationals.



4. ACCESS TO BASIC SERVICE

Access to basic services such as adequate and affordable housing and health services is a basic condition for third-country nationals to start a life in the society of the receiving country.

Examples of actions: support Member States in facing the immediate accommodation challenges related to the refugee crisis; facilitate the exchange of experience and best practices on the urban dimension of diversity and immigration.



5. ACTIVE PARTICIPATION & SOCIAL INCLUSION

The full participation of third-country nationals in all aspects of community and societal life is essential to achieve integration.

Examples of actions: launch of projects to promote Intercultural dialogue, European values, social inclusion; promote migrants' participation in cultural life and sport; develop handbooks and toolboxes for practitioners on cultural awareness.





What is integration for a syrian refugee?

Firas Alshater, a Syrian refugee, studies in Germany, where he lives since 2 and half years, after his escape from the war in Syria. He has become in a few weeks a star on YouTube for a video posted, entitled "Who are the Germans?". With humor and a lot of irony, Firas has tried to explore in a three-minute video, through its particular point of view, the attitudes of Germans towards a refugee.

Firas is the founder of ZUKAR, a non-profit project, from refugees to the people in Germany.

See more on: https://www.youtube.com/watch?v=ZozLHZFEbIY





EU instruments to promote integration

- Ministerial Conferences on Integration
- National Contact Points and Inter-Service Group
- Asylum, Migration and Integration Fund
- Europe for Citizens Funding Programme
- European Migration Forum
- European Web Site on Integration
- Handbooks on Integration
- European Integration Modules

Integration policies

Asylum, Migration and Integration Fund



was set up for the period 2014-20, with a total of **EUR 3.137 billion for the seven years**. It will promote the efficient management of migration flows and the implementation, strengthening and development of a common Union approach to asylum and immigration.

This Fund will contribute to the achievement of four specific objectives:

- **1. Asylum**: strengthening and developing the Common European Asylum System by ensuring that EU legislation in this field is efficiently and uniformly applied;
- **2. Legal migration and integration:** supporting legal migration to EU States in line with the labour market needs and promoting the effective integration of non-EU nationals;

Integration policies

Asylum, Migration and Integration Fund



- **3. Return**: enhancing fair and effective return strategies, which contribute to combating irregular migration, with an emphasis on sustainability and effectiveness of the return process;
- **4. Solidarity**: making sure that EU States which are most affected by migration and asylum flows can count on solidarity from other EU States.

The Fund's beneficiaries

All EU States except Denmark participate in the implementation of this Fund. Examples of beneficiaries of the programmes implemented under this Fund can be state and federal authorities, local public bodies, non-governmental organisations, humanitarian organisations, private and public law companies and education and research organisations.

Read more: http://ec.europa.eu/dgs/home-affairs/financing/fundings/migration-asylum-borders/index_en.htm



Italian plan on integration

It was prepared by an Institutional committe foreseen by law. Launched 26/09/2017

The principles that lead the plan's work:

- Integration is a complex concept that starts from the first reception and aims at achieving personal autonomy;
- It requires information and sensibilization of the population;
- Specific attention should be paid to people with the greatest vulnerability;



Italian plan on integration

Principles:

- Early start of integration paths in the reception phase;
- Social Inclusion Paths: Interreligious Dialogue, Linguistic Education, Access to Education - Recognition of Qualifications and Qualifications, Training, Access to Health Care, Access to Housing, Family Reconnection, Information and Guidance to Services
- Prevention of discrimination
- Participation and active citizenship
- Institutional awareness raising
- Implementation and monitoring of interventions



ABOUT US



«Programma integra is an integrated social cooperative founded in 2005 aimed to promote the integration of migrants and refugees to contribute to the wellness of the society».



Between **2005** and **june 2017** Programma integra has assisted

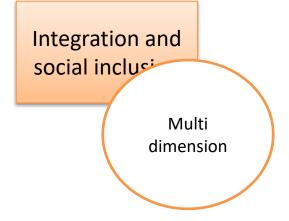
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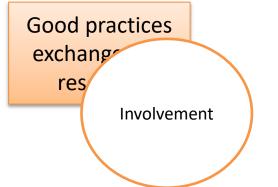
beneficiaries (migrants, refugees and asylum seekers, migrant/unaccompanied minors).



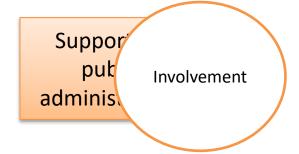
WHAT WE DO















Integration and social inclusion Programma integra

Multi dimension

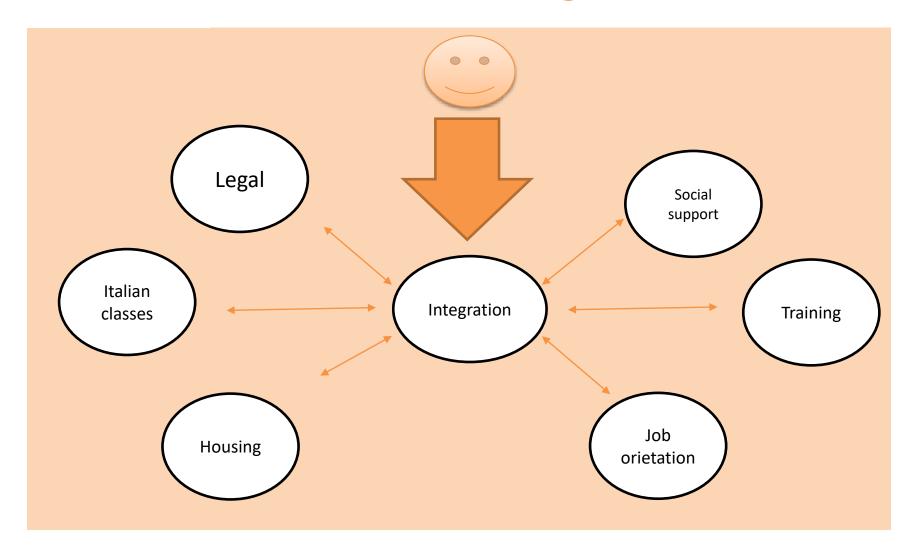
We realize **projects and services** directed to migrants for enhancing the economic and cultural inclusion.

These projects are temporary and they could be founded by: Municipality, Region, National Authority, Private foundation.





Elements for integration





Immigration office inclusion services



Legal counseling: it provides information and support in relation to legislation and administrative procedures on asylum and immigration



Job counseling office: it provides job orientation services, information on qualifications recognition, on starting a business and on locally available training opportunities; resume writing support; promotion of apprenticeship.

Social mediation services in the field of he

house, contacts with real estate agents, and aimed at migrants, asylum seekers and re discrimination in access to housing.

Training and languages activities aimed to so

What's new

Project «I understand»

https://www.facebook.com/programmaintegra/ videos/10155274927619339/







About economical inclusion....

Training with EBTL- Tourism office for Lazio Region-100 hours of training and traineeship period in a Hotel in Rome. Video - Progetto LIA – 2010

Recognizement of the **competencies** through an agreement with Center for professional training of Rome Municipality....(es. Plummer, Mechanics). ONGOING



Intercultural mediation activities

Public registry for intercultural mediators: it supports the activities carried out by the Public Registry of Rome Municipality with the creation and dissemination of training and information activities aimed at intercultural mediators.

Intercultural mediations inside the "Ospedale San Camillo" - Funded by Hospital itself

PRILS project: intercultural mediation service inside the Prefettura di Roma. Funded by Lazio Region

Intercultural mediation in SAMIFO: inside of Refugees (SAMIFO) – Funded by nation

"Ospedale Amico": forseen intercultural Roma 1.

What's new

We created intercultural mediation services through Skype since 2011 with 2 FEI projects.



«Never Alone»

NEVER ALONE aims at foster **foreign unaccompanied minors and young adults (17 – 19 years),** received in Turin, Rome and Catania, in specific training paths in order to guarantee work and social autonomy. The project activities foresee a special attention to the following topics: health, vocational training, work and education.

The project is co-funded by Compagnia di San Paolo, Cariplo Foundation, Enel Cuore Onlus, Cassa di Risparmio di Cuneo Foundation, Cassa di Risparmio di Padova e Rovigo Foundation, Cassa di Risparmio di Torino Foundation, CON IL SUD Foundation e Monte dei Paschi di Siena Foundation.

Period: 2016 -2018



Homefull

The project's aim is to 'generational encount and italian elder peop The final objective is t Homefull is financed k Security and Sport, are Service' – Public Notic of social innovation'.

Period: jan – nov 2015

https://www.programmaintegra.it/w p/risorse/multimedia/



ing path.





Sofiia

The service of training, orientation and support for enterprise's creation in the agricultural and food sector for third-country nationals is an activity realized in range of SOFIIA 3, a project managed by the Ministry of Agricultural Policy, financed by the European Commission and Italian Ministry of Interior under the European Fund for the Integration of Third-Country Nationals (AP 2013).

Period 2014- 2015



Progetto AMAR







Fondo europeo per l'integrazione di cittadini di Paesi terzi 2007- 2013 Progetto AMAR – Agenzia di Mediazione Abitativa di Roma Convenzione n. 2012/FEI/PROG-102848

AMAR is a project financed by the European Commission and Italian Ministry of Interior under the European Fund for the Integration of Third-Country Nationals. The project aims to create a **Housing Mediation Agency to provide social mediation services in the field of housing**, supporting immigrants' economic and social inclusion and promoting peaceful coexistence among communities living in apartment blocks.

Period: 2014 - 2015



Training

Raising awarness

- Courses for professional workers to create the competencies to work in reception centers with adults and unaccompanied minors
- Workshop for professional workers on communication and int skills- "la Comunicazior

OPERATORE SPECIALIZZATO NELL'ACCOGLIENZA DEI MINORI STRANIERI NON ACCOMPAGNATI

3 febbraio - 23 giugno 2017

Piazza Manfredo Fanti. 30







Training

I MINORI STRANIERI NON ACCOMPAGNATIODULO
E I SISTEMI DI ACCOGLIENZA A LORO DED

MODULO

A MINORI STRANIERI NO

METODOLOGIE E STRUMENTI PER FACILITARE L'INCLUSIONE SOCIALE DEI MINORI STRANIERI NON ACCOMPAGNATI

3 febbraio 2017

Ore 14.00

Presentazione del percorso formativo

Ore 14.30 > 16.30

I minori stranieri non accompagnati in Italia: analisi del fenom **Marco Omizzolo**, Sociologo, In Migrazione

Ore 16.30 > 18.00

I minori stranieri a Roma: quadro statistico e analisi dei percoi Laura Bianconi, Project manager - Area comunicazione e proge

10 febbraio 2017

Ore 14.00 > 18.00

Normativa e prassi in materia di protezione e accoglienza dei Viviana Valastro, Capo Unità Protezione Minori Migranti, Dipar Save the Children Italia Onius

17 febbraio 2017

ore 14.00 > 16.00

La rete di accoglienza per MSNA - Minori Stranieri Non Accom per Richiedenti Asilo e Rifugiati - SPRAR

A cura del Servizio Centrale SPRAR

ore 16.00 > 18.00

Il sistema di accoglienza per minori non accompagnati di Rom e le comunità di accoglienza

Alessandro Uberti, Educatore ed esperto sul tema del minori s

24 febbralo 2017

ore 14.00 > 18.00

Il fenomeno della tratta e dello sfruttamento dei giovani migri Rodolfo Mesaroli. Civico Zero

3 marzo 2017

ore 14.00 > 18.00

L'accoglienza e l'orientamento del MSNA - Minori Stranieri Non Accompagnati: dall'Unità di strada all'esperienza di Civico Zero

Marco Cappuccino, CivicoZero

10 marzo 2017

Ore 14.00 > 18.00

La relazione con il minore e con il gi e per la gestione dell'aggressività Alessandro Uberti, Educatore ed esp.

17 marzo 2017

Ore 14.00 > 18.00

Esercitazione sulla gestione dell'agg Alessandro Uberti, Educatore ed est

24 marzo 2017

Ore 14.00 > 18.00

La partecipazione e l'ascolto dei mir **Niccolò Gargaglia**, Esperto in partec Save the Children Italia Onius

6 aprile 2017

Ore 14.00 > 18.00

Interventi di sostegno psico-sociale tenze interculturali degli operatori Laura Liberati, Area integrazione e c

7 aprile 2017

Ore 14.00 > 18.00

Il coordinamento dell'equipe: ruolo ∈ la corretta gestione del gruppo di la Simone Andreotti, In Migrazione

13 aprile 2017

Ore 14.00 > 18.00

Aspetti psicologici della presa in carico dei MSNA: opportunità e problematiche

Cristina Schillirà, Psicoterapeuta transculturale, INMP - Istituto Nazionale per la promozione
della salute delle popolazioni Migranti ed il contrasto delle malattie della Povertà

28 aprile 2017

Ore 14.00 > 18.00

Incontro con l'altro: pratiche di mediazione culturale e mediazione dei conflitti Sara Nicu, Area servizi per migranti e rifugiati, Programma integra

5 maggio 2017

Ore 14.00 > 18.00

L'orientamento dei beneficiari nel mondo del lavoro e della formazione: i tirocini, la formazione e l'inserimento lavorativo

Tania Masuri, Servizio di orientamento al lavoro, Programma integra

12 maggio 2017

Ore 14.00 > 18.00

Empowerment e progettualità: costruire percorsi di integrazione partendo dai bisogni e dalle potenzialità degli utenti

Laura Liberati, Area integrazione e counseling, Programma integra

19 magglo 2017

Ore 14.00 > 18.00

L'insegnamento dell'Italiano L2 a supporto del percorso scolastico degli adolescenti accolti Lapo Vannini, In Migrazione



Good practice exchange and reasearches

Involvement

- European projects funded by EU Commission on the theme of integration of migrants and interculturality. Erasmus Plus.
- Researches on specific subject: in 2015
 "Dossier on unaccompanied minor in Rome".
- Communication and dissemination of our activities through website, social network and sensibilization activities.



LL2II- Learning local bodies to integrate





LL2II project aims to train, to empower and to create network among local bodies and field actors of immigrant services to build a new practices to support integration and inclusion of immigrants in the host society. The project focuses on a development of a training curriculum of 'Training for Better Integration of Immigrants' to create an innovative structural adult training methodology for local bodies acting in the field of immigration management which can be implemented in all European countries and others.

LL2II is co-financed by the European Commission under the Erasmus+ Program 2015, Key Activity 2, Cooperation for Innovation and the Exchange of Good Practices – Strategic Partnerships for adult education.



Re- Value

The goal of project REVaLUE is to enhance the labor inclusion of refugees, subsidiary protection holders and asylum seekers by **improving their access to skilled jobs**. In order to reach this aim, the project will design and validate a toolkit for migrants' skills assessment, **organize**2 VET courses that meet the specific learning needs and characteristics of refugees, implement work-based laboratories.

The project is co-funded by Erasmus+ Program 2016



Website





- 2016
- 2015
- Scegli una data...



Italiano · English (US) · Română

Privacy - Condizioni - Pubblicità - Scegli tu! D



Some results: Bilancio Sociale

• It's a communication and evaluation instrument that we started in 2013.

• It contains information about our general organization, economic balance and our results in term

of activitites and beneficiaries.



Beneficiaries 2016

In 2016 we realized

- 1.539 intervention of integration
- For 621 new beneficairies
- 4.517 hours of intercultural mediation



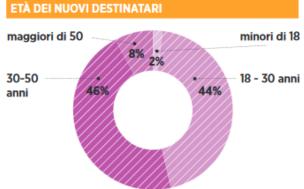
PRINCIPALI RISULTATI		⊕
621	Nuovi destinatari assistiti	
1.539	Interventi di inclusione sociale realizzati	
646	Interventi del servizio socio-legale	
600	Interventi del servizio di orientamento al lavoro	
2	Corsi di italiano per migranti e rifugiati	
2	Laboratori di empowerment e bilancio delle competenze per migranti e rifugiati	
21	Tirocini formativi attivati	
4.517	Ore di mediazione linguistico-culturale realizzate	



Beneficiaries 2016









Involvement and sensibilization activitites 2016

AREA PROMOZIONE DELLA COLLABORAZIONE, DELLA CONOSCENZA E DELL'INNOVAZIONE TRA GLI OPERATORI

- 6 progetti di ricerca e scambio di buone pratiche a livello europeo in corso di realizzazione
- 2 percorsi di counseling a domicilio per i centri di accoglienza SPRAR di Roma
- 7 corsi di formazione per professionisti del sociale realizzati
- · 198 ore di formazione erogate
- Tipologia di professionisti del sociale formati: mediatori interculturali, studenti universitari, operatori sociali, psicologi, insegnanti di lingua italiana come L2
- 25 delegati sindacali del settore turistico-alberghiero formati sul tema della gestione della diversità (diversity management)

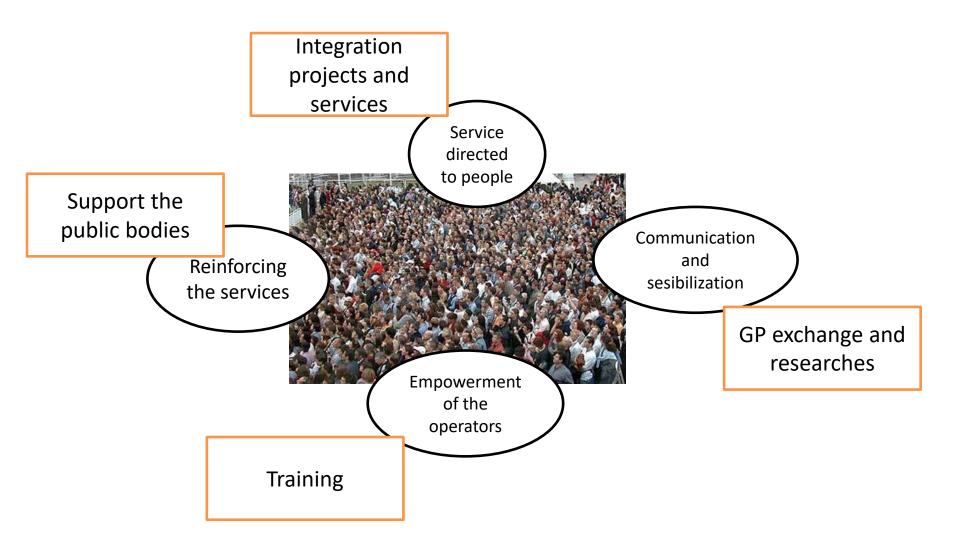
AREA COINVOLGIMENTO DELLA COMUNITÀ NELLA SFIDA DELL'INTEGRAZIONE

- 143.264 visitatori
- 3.900 'mi piace' sulla pagina Facebook, +48% rispetto al 2015
- · 21 e-newsletter inviate
- · 4.223 iscritti alla newsletter, +7% rispetto al 2015
- 5 iniziative per la cittadinanza organizzate
- 700 partecipanti alle iniziative organizzate

Exchanges good practices; communication and training results



Programma integra





Thank you for the attention!

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