



# WELDI

BUILD A WELCOMING CITY

URBACT



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# BUILD A WELCOMING CITY INSTRUCTIONS

In this game, you are a senior manager in a European city responsible for migrant reception and integration. Your newly elected mayor has decided that all city policies should be guided by international human rights standards — including policies affecting migrants and refugees. She believes that protecting human rights strengthens social cohesion, improves city performance, and enhances the city's public image.

Your task is to design and implement policy initiatives that address human rights challenges affecting migrants. This will not be easy, as your budget and staff capacities are limited and you will need to react to events that come in your way.

This game is designed to simulate situations that partners of the URBACT Action Planning Network, WELDI, encounter in their day-to-day work within city councils. Many of the events and policy options included in the game are based on their real-life experiences.

## GAME OBJECTIVE

Your goal is to increase your city's **Human Rights Score** over **four rounds**, each representing one year. You raise your score by implementing and maintaining policies that improve:

- SOCIAL COHESION
- DECENT WORK
- ADEQUATE HOUSING
- HEALTH CARE
- EDUCATION

The Human Rights Score is the sum of the 5 sectoral scores.

You may also invest in cooperation with key partners. Cooperation can reduce the cost of your policies or increase their effectiveness.

## CITY PROFILES

Not all cities start from the same point. As in real life, they differ in size, resources, and political context. At the beginning of the game, you draw a **City Profile** that provides information about your city's initial conditions.

- Your **annual resource allocation**
- Your **baseline sectoral scores**
- A **special task** that you can complete by the end of the game for bonus points

## HOW TO PLAY

Each round, you receive your **annual resources (R tokens)** according to your **City Profile**. You may spend them on:

### 1. New Policies

Choose one or several policy cards, pay the start-up cost, and place them on your game board. Apply their impact to the sectoral scores and the Human Rights Score.

### 2. Maintaining Existing Policies

Policies have maintenance costs that you need to pay every year. If you stop paying them, the policy ends and you lose its impact, lowering your scores.

### 3. Cooperation

You can invest in cooperation with:

- National government
- Other city departments
- NGOs + migrant-led organisations
- Economic actors (employers + trade unions)

Each cooperation costs 1 resource for the duration of the game. Cooperation can lower policy costs, increase policy effectiveness and be required for certain policies.

Important: Your resource allocation will be renewed every round but unspent resources cannot be carried over to the next round.

## POLICY CARDS

Policy cards are grouped by sector. Each card shows:

- Start-up cost and annual follow-up cost
- Impact on sectoral and overall Human Rights Scores
- How cooperation affects their costs and impact
- In some cases, prerequisites

Some policy cards refer you to an **INFORMATION CARD** with explanations and discussion prompts or include QR codes that direct you to further resources on the policies depicted.

## EVENT CARDS

At least twice during the game, each player draws an Event Card at the end of their turn. Events represent unexpected developments in your city — for example a political crisis. They may affect your scores, your cooperation or your resources.

## FINAL SCORING

At the end of the fourth round:

1. Check whether you completed your **special objective**. If yes, add the bonus points to your final human rights score.
2. For every cooperation that you have in place add 1 point to the Human Rights score.
3. Compare your final Human Rights Score to your initial one.
4. The player with the **highest overall increase** in Human Rights Score wins the game.

## NOTE FOR FACILITATORS

The WELDI game “Build a Human Rights City” works best with a facilitator who can:

- Explain how the game works and guide players in their first steps
- Prompt players to discuss the policy options they have chosen and the challenges they face
- Ask players whether the events and policies are similar to the ones they face in real life, etc.

## CREDITS

This game was developed in the WELDI project on building welcoming cities. WELDI is an URBACT Action Planning Network (2023-25) that aims to develop local migrant reception and integration policies that are based on human rights. Coordinated by the city of Utrecht, WELDI brought together the cities of Albacete (ES), Cluj-Napoca (RO), Fundão (PT), Lampedusa (IT), Liège (BE), Osijek (CR), Sosnowiec (PL), Timișoara (RO), Utrecht (NL, as coordinator) and the département Seine-Saint-Denis (FR). WELDI partners inspired this game, tested a prototype and provided valuable feedback. For more on WELDI:



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Game development: Dirk Gebhardt, WELDI Lead Expert

Graphic Design: Zoe Catsaras, Tripwire.

## FEEDBACK

We would be happy to hear your feedback on the WELDI game. Just scan the following QR code:



## PRINTING INSTRUCTIONS

The following pages contain everything you need to play the WELDI game “Build a Welcoming City.”

Print the game set in colour on A4 paper (landscape format). Ideally, print the entire game set on cardboard; at minimum, the cooperation markers should be printed on cardboard.

Cut out the following components:

- policy, information, and event cards
- city score and cooperation markers
- resource tokens

The blank cards included in the set allow you to create additional cards.

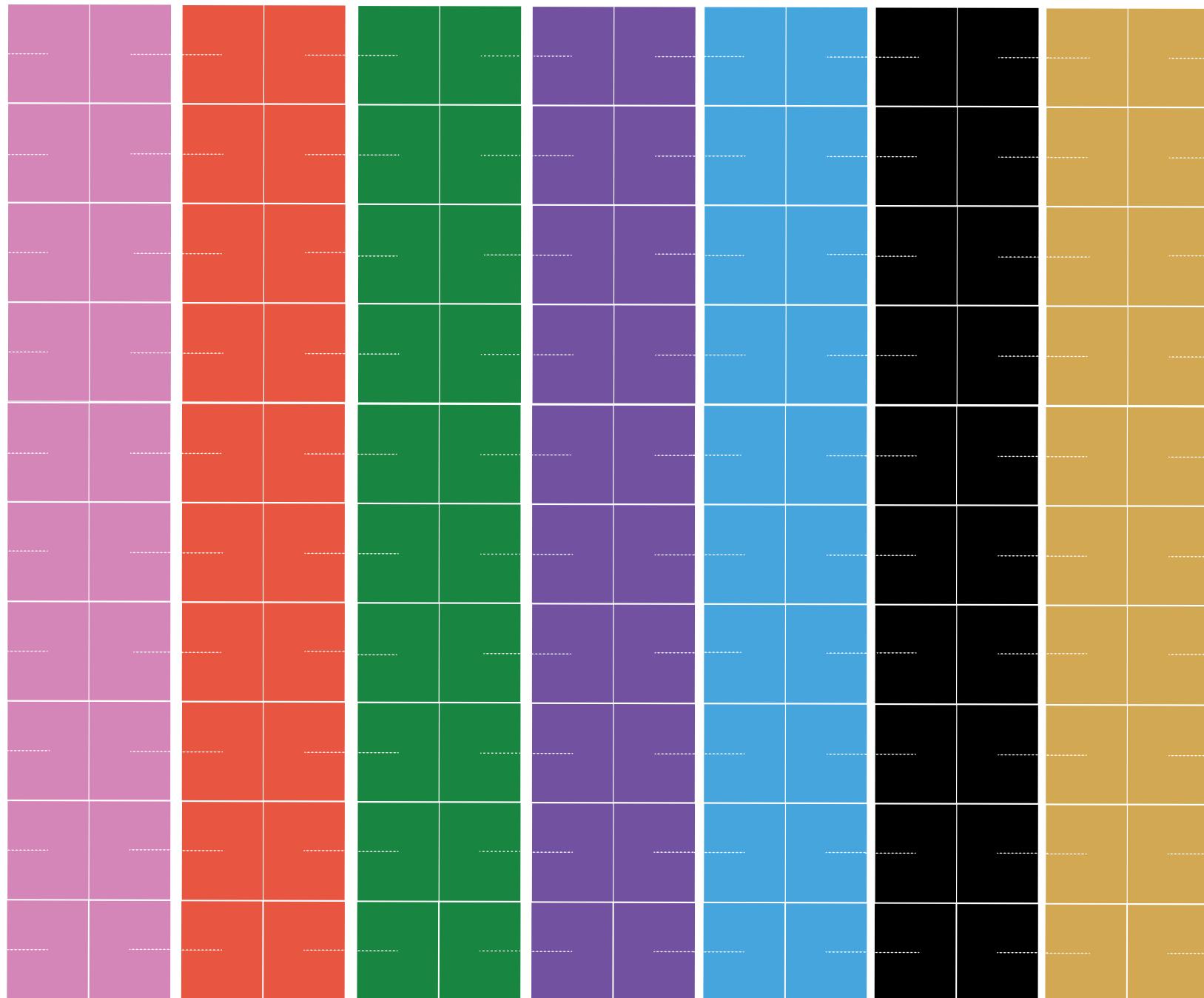
URBACT



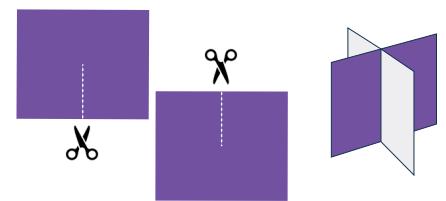
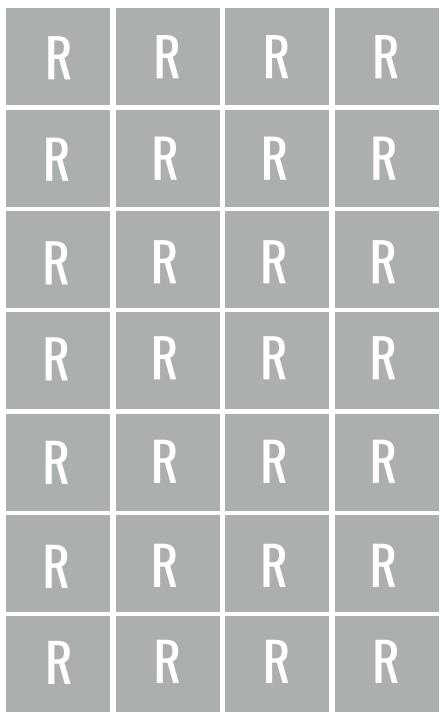
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the European Union  
Interreg



## CITY SCORES & COOPERATION MARKERS



## RESOURCE TOKENS



# Kalythos

(pop. 150,000, 10% migrant residents)

Situated in a dynamic agricultural zone, Kalythos has a tradition of hosting seasonal migrant workers following the harvest cycles. Some workers live in informal settlements, and some are drawn into exploitative parallel systems controlled by intermediaries and mafias. The municipality, together with civil society, has developed outreach and support services – but struggles to reach all those in need. The city now seeks to break the exploitative system by expanding dignified housing solutions and ensuring that newcomers are informed about their rights.

## SPECIAL TASK

Raise your adequate housing score to 4 and finance one policy for *guidance & general access to rights* in order to gain 2 extra human rights points at the end of the game.

## RESOURCES

Collect 6 annual budget tokens at the start of each round.

## COOPERATION

	NATIONAL GOVERNMENT		NGOS & MIGRANT-LED ORGANISATIONS
	OTHER CITY DEPARTMENTS		ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

## SOCIAL COHESION

1	2	3	4	5	6	7	8	9	10
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## DECENT WORK

1	2	3	4	5	6	7	8	9	10
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## ADEQUATE HOUSING

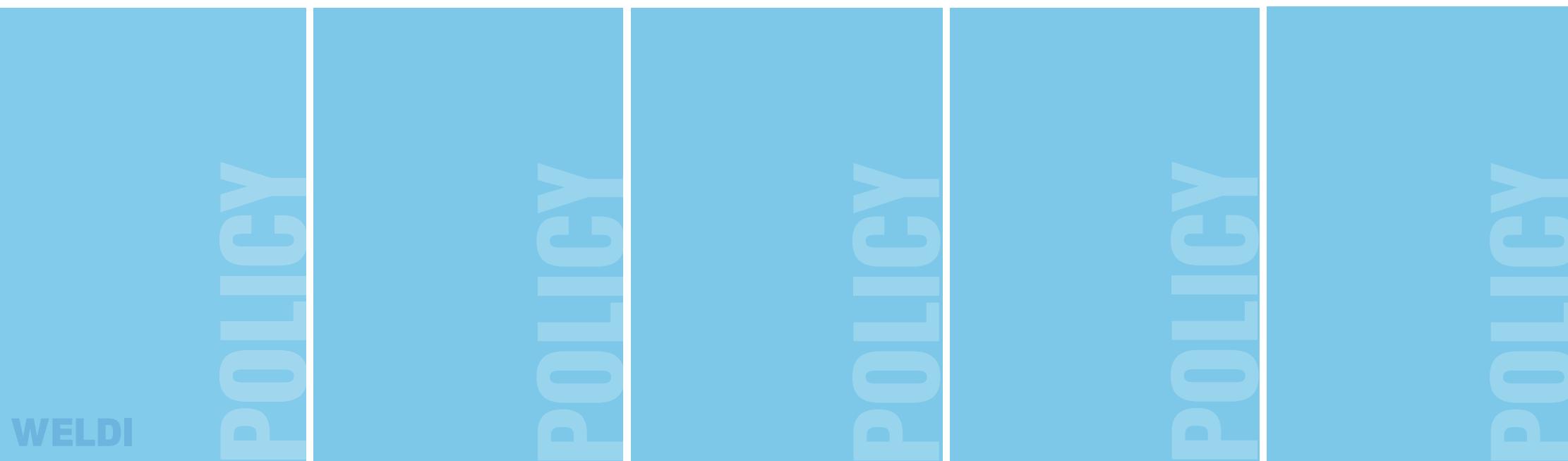
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## HEALTHCARE

1	2	3	4	5	6	7	8	9	10
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## EDUCATION

1	2	3	4	5	6	7	8	9	10
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# Portavera

(pop. 12,000, 3% migrant residents)

Situated at the border of the EU, Portavera has become the frontline of Europe's migration challenges. Tens of thousands of people arrive each year, but reception is controlled almost exclusively by the central state, leaving the municipality with little say. Residents see the impact of arrivals through overstretched health care, blocked infrastructure, and being identified with migrant suffering. Despite these constraints, the city wants to reclaim a role in shaping humane responses by strengthening local services that support both newcomers and long-term residents in partnership with regional and national actors.

## SPECIAL TASK

Raise your healthcare score to 6 and invest in *communication & interaction* in order to gain 2 extra human rights points at the end of the game.

## RESOURCES

Collect 4 annual budget tokens at the start of each round.

## COOPERATION

	NATIONAL GOVERNMENT		NGOS & MIGRANT-LED ORGANISATIONS
	OTHER CITY DEPARTMENTS		ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

## SOCIAL COHESION

1	2	3	4	5	6	7	8	9	10
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## DECENT WORK

1	2	3	4	5	6	7	8	9	10
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## ADEQUATE HOUSING

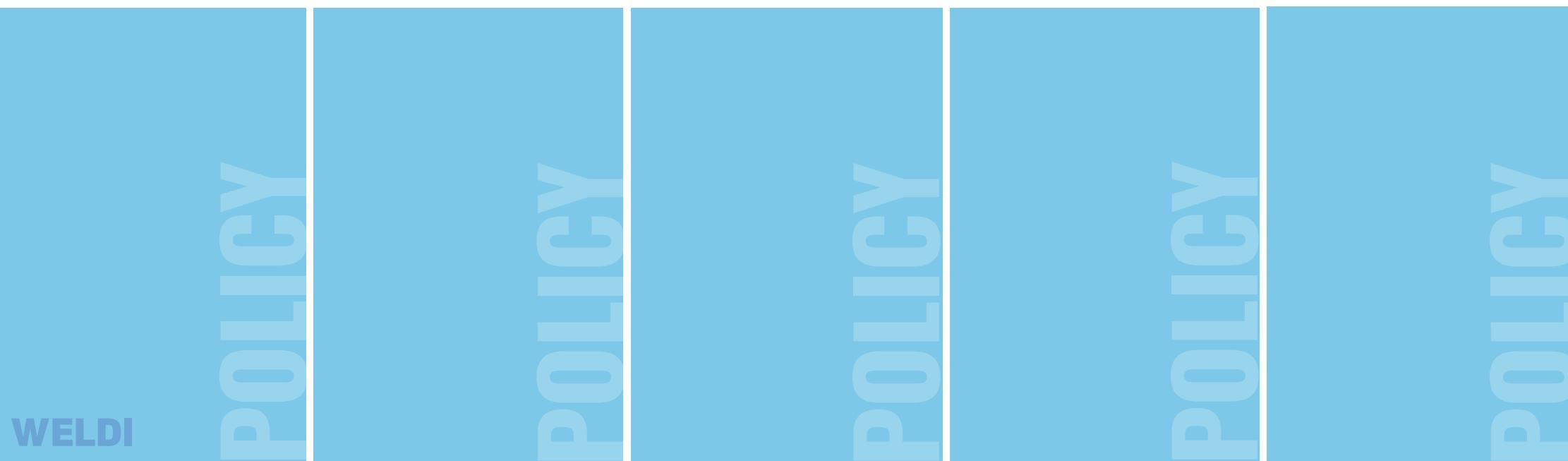
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## HEALTHCARE

1	2	3	4	5	6	7	8	9	10
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## EDUCATION

1	2	3	4	5	6	7	8	9	10
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# Corvani

(pop. 150,000, 10% migrant residents)

Over the last decade, Corvani has transformed into a hub of diversity: the arrival of international students, workers, and refugees have tripled its migrant population. Yet national institutions still view migration as temporary, and the capacity of institutions to deal with newcomers has not kept pace. The city now faces the challenge of adapting services to this new reality, combatting the exploitation of migrant workers and helping the local population in understanding migration as a normality.

## SPECIAL TASK

Raise your social cohesion score to 5 and invest in *guidance & general access to rights* in order to gain 2 additional human rights points at the end of the game.

## RESOURCES

Collect 5 annual budget tokens at the start of each round.

## COOPERATION

	NATIONAL GOVERNMENT		NGOS & MIGRANT-LED ORGANISATIONS
	OTHER CITY DEPARTMENTS		ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

## SOCIAL COHESION

1	2	3	4	5	6	7	8	9	10
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## DECENT WORK

1	2	3	4	5	6	7	8	9	10
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## ADEQUATE HOUSING

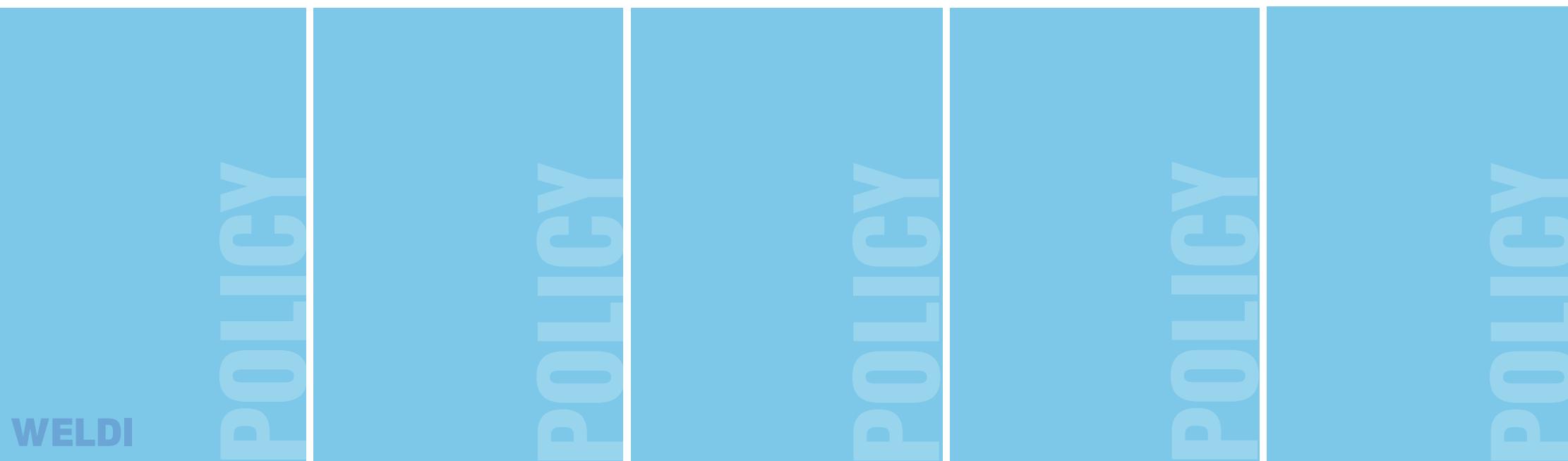
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## HEALTHCARE

1	2	3	4	5	6	7	8	9	10
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## EDUCATION

1	2	3	4	5	6	7	8	9	10
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WELDI

## Almora

(pop. 25,000, 7% migrant residents)

Once a town in demographic decline, Almora has turned migration into a driver of renewal. From economic migrants to refugees and victims of trafficking - the city has actively attracted new residents and received recognition for its openness. A well-connected local ecosystem of public, private, and civil society actors provides quick responses to challenges. But there are also voices that challenge the new development path of your city, claiming that your town loses its identity.

### SPECIAL TASK

Raise your social cohesion score to 6 and invest in *communication & interaction* in order to gain 2 extra human rights points at the end of the game.

### RESOURCES

Collect 5 annual budget tokens at the start of each round.

### COOPERATION



NATIONAL GOVERNMENT



NGOS & MIGRANT-LED ORGANISATIONS



OTHER CITY DEPARTMENTS



ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

### SOCIAL COHESION



### DECENT WORK



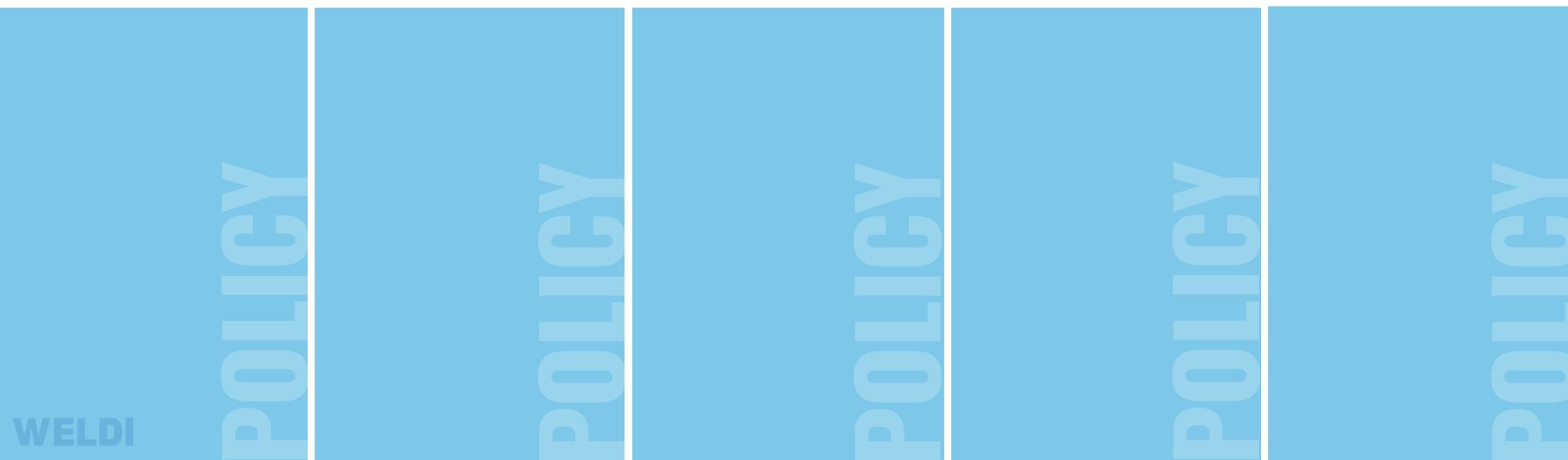
### ADEQUATE HOUSING



### HEALTHCARE



### EDUCATION



WELDI

POLICY

POLICY

POLICY

POLICY

POLICY

# Velburg

(pop. 250,000; 12% migrant residents)

Velburg is proud of its long tradition of migration and of the dense civil society network supporting newcomers. A recent “welcoming city” resolution has set high expectations to align local services with urban citizenship for all. Yet the very wealth of actors and services can cause confusion for migrants and coordination problems for the municipality. To make its inclusive vision a reality, the city council needs to improve cooperation and align priorities with partners.

## SPECIAL TASK

Invest in all four types of cooperation and a policy for *guidance & general access to rights* in order to gain 2 extra human rights points at the end of the game.

## RESOURCES

Collect 8 annual budget tokens at the start of each round.

## COOPERATION

NATIONAL GOVERNMENT

OTHER CITY DEPARTMENTS

NGOS & MIGRANT-LED ORGANISATIONS

ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

## SOCIAL COHESION

1 2 3 4 5 6 7 8 9 10

## DECENT WORK

1 2 3 4 5 6 7 8 9 10

## ADEQUATE HOUSING

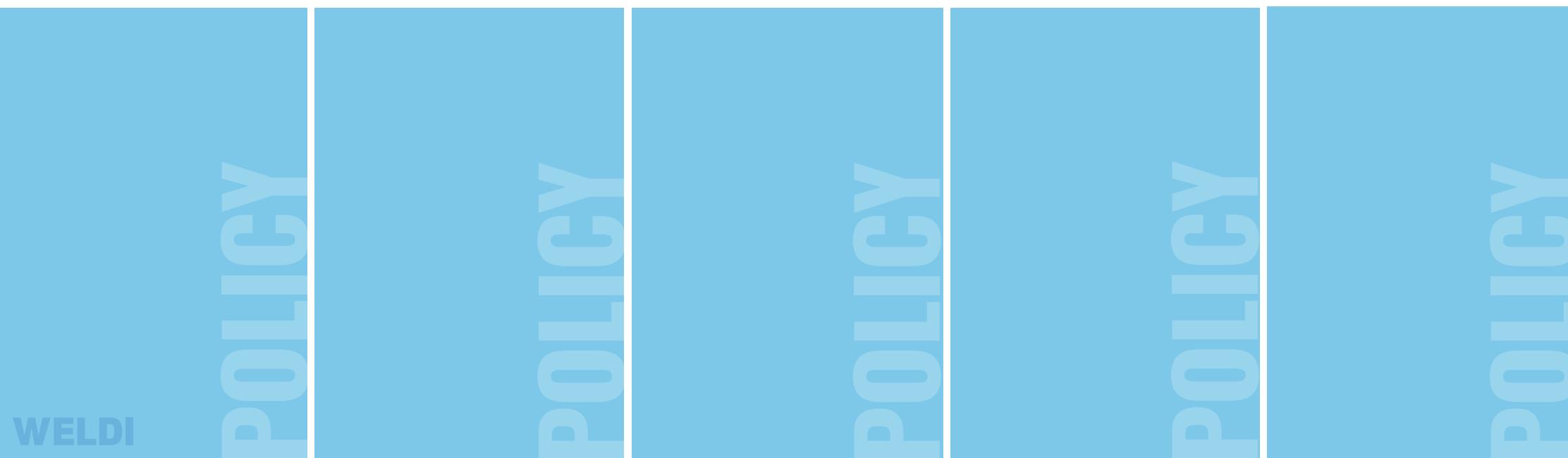
1 2 3 4 5 6 7 8 9 10

## HEALTHCARE

1 2 3 4 5 6 7 8 9 10

## EDUCATION

1 2 3 4 5 6 7 8 9 10



# Ravenska

(pop. 160,000; 6% migrant residents)

When refugees from a neighbouring country arrived, Ravenska saw an immense mobilisation from civil society and ordinary people that quickly organised emergency housing, cultural activities and language training. Now, a few years later, the challenge is to transform short-term solidarity into sustainable integration support for current and future arrivals. In particular the education system is still mostly improvising when it comes to integrate children from other countries, and parents mobilise against too many “foreign” children at school.

## SPECIAL TASK

Reach an education score of at least 5 points in order to gain 2 additional human rights points at the end of the game.

## RESOURCES

Collect 6 annual budget tokens at the start of each round.

## COOPERATION

	NATIONAL GOVERNMENT		NGOS & MIGRANT-LED ORGANISATIONS
	OTHER CITY DEPARTMENTS		ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

## SOCIAL COHESION

1	2		4	5	6	7	8	9	10
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## DECENT WORK

1	2		4	5	6	7	8	9	10
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## ADEQUATE HOUSING

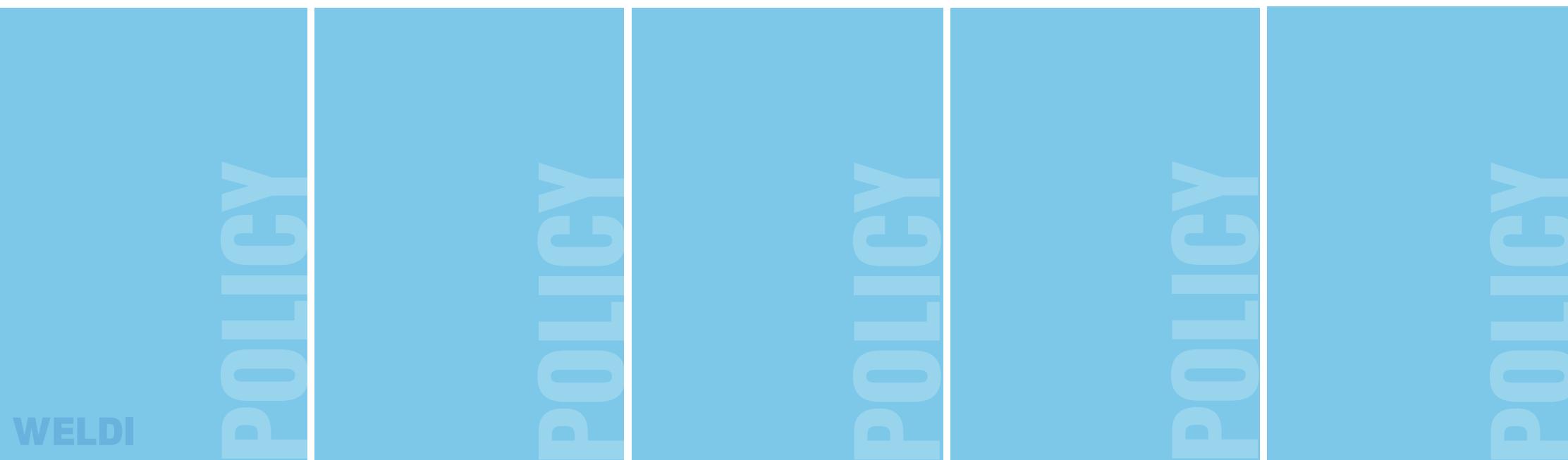
1	2		4	5	6	7	8	9	10
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## HEALTHCARE

1	2		4	5	6	7	8	9	10
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## EDUCATION

1	2		4	5	6	7	8	9	10
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# Bravonne

(pop. 500,000, 15% migrant residents)

With 130 nationalities, Bravonne combines economic growth with sharp social inequalities. A dense web of administrations and associations offers many services, but for newcomers this system is difficult to navigate, creating barriers to accessing rights, in particular in education and employment. You realise that you can only address this challenge by bringing all partners on board.

## SPECIAL TASK

Invest in three types of cooperation and one policy for *guidance & general access to rights* in order to gain 2 extra human rights points at the end of the game.

## RESOURCES

Collect 6 annual budget tokens at the start of each round.

## COOPERATION

	NATIONAL GOVERNMENT		NGO & MIGRANT-LED ORGANISATIONS
	OTHER CITY DEPARTMENTS		ECONOMIC ACTORS

Your city's human rights score is the sum of all sectoral scores below.

## SOCIAL COHESION



## DECENT WORK



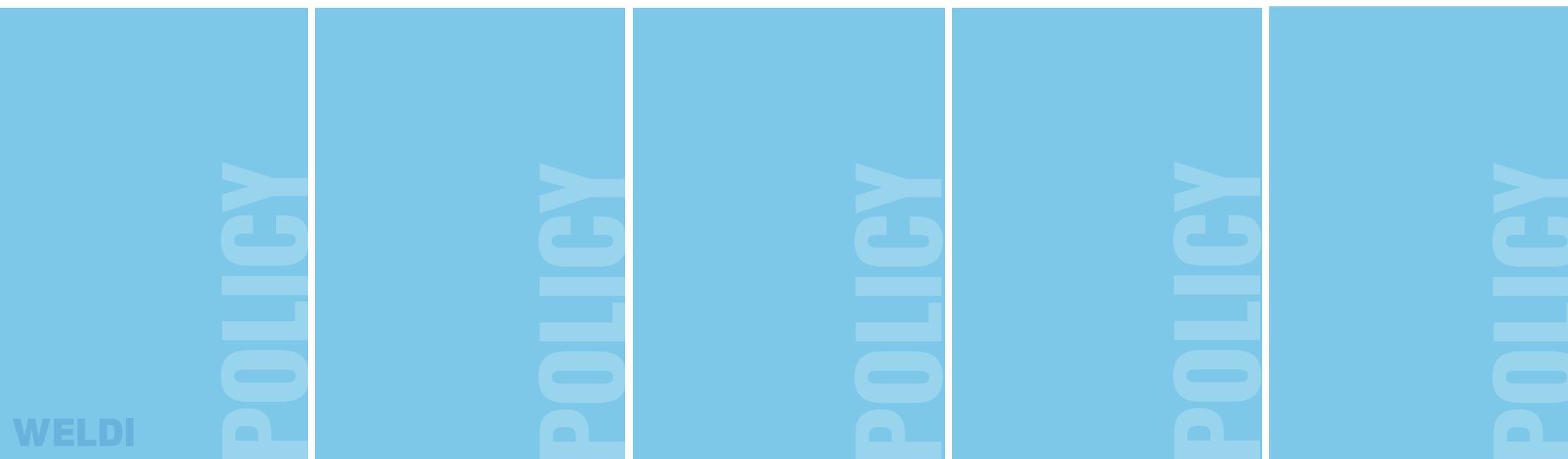
## ADEQUATE HOUSING



## HEALTHCARE



## EDUCATION



## GUIDANCE & GENERAL ACCESS TO RIGHTS

### Training frontline staff

Your city provides training for frontline staff of a broad array of services to ensure that colleagues understand migrant rights and specific problems migrants might face in accessing the services.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 social cohesion

#### COOPERATION

Cooperation within your city administration makes your policy more effective and adds +1 to the impact score in an area of your choice

## HEALTHCARE

### Training on migrants rights for health sector

In reaction to incidences of health services in your city denying access to certain migrant groups, you set up training with management and frontline workers in hospitals and GPs. The training makes you understand their information needs and allows you to explain the legal framework for migrants and refugees' access to health services in your city.

#### COST

2 for setup. 1 for each further round.

#### IMPACT

+1 health care

## GUIDANCE & GENERAL ACCESS TO RIGHTS

## GUIDANCE & GENERAL ACCESS TO RIGHTS

### Guidance resources

Your city wants to become the central information point providing reliable information to newcomers. You develop a guide and web-site explaining how, when and where newcomers can find a job, register with healthcare or register children for childcare and school.

#### COST

3 for setup. 1 for each further round.

#### IMPACT

+1 in 2 of the following policy areas: adequate housing, decent work, education, health.

#### COOPERATION

If you have at least 3 types of cooperation in place, you can chose a third policy area to increase by +1.



Newcomer guide from Sosnowiec's Action Plan

## GUIDANCE & GENERAL ACCESS TO RIGHTS

## GUIDANCE & GENERAL ACCESS TO RIGHTS

### Helpdesk / One-Stop-Shop

You city creates a central information point for newcomers that can provide basic information face-to-face and refer to specialist services. Staff there has access to interpretation and a thorough understanding of migrant rights, duties and needs.

#### COST

4 for setup. 3 for each further round.

#### IMPACT

+1 adequate housing  
+1 decent work  
+1 education  
+1 health

#### COOPERATION

A minimum of two types of cooperation with local actors lowers the costs by 1 in each round.



Good practice-case

## GUIDANCE & GENERAL ACCESS TO RIGHTS

## GUIDANCE & GENERAL ACCESS TO RIGHTS

### English lessons for frontline workers

You provide English training for key municipal frontline workers allowing them to better support residents who are not fluent in the local language.

#### COST

2 for setup. 1 for each further round.

#### IMPACT

+1 in one of the following policy areas of your choice: adequate housing, decent work, education, health

## GUIDANCE & GENERAL ACCESS TO RIGHTS

## GUIDANCE & GENERAL ACCESS TO RIGHTS

### City Card

Your city develops a city card for all residents in plastic and electronic format. It allows residents to identify themselves in front of local public and private services and make administrative arrangements, regardless of their residency status. The card also gives reductions for certain cultural events.

#### COST

3 for setup. 1 for each further round.

#### IMPACT

+1 in social cohesion and one additional sector of your choice.

#### COORDINATION

You need to have coordination with other city departments in place to adopt this policy.



This policy is part of Utrecht's Integrated Action Plan.

## HEALTHCARE

## HEALTHCARE

## HEALTHCARE

### Training community health mediators

Your city trains 20 community mediators with a background in health care to provide information sessions to migrants about general care, maternal and reproductive care and mental health services. The idea is to overcome information barriers that some communities in your city face.

#### COST

2 for setup. 1 for each further round.

#### IMPACT

+1 health care



See Vesta-project in Utrecht

## HEALTHCARE

## HEALTHCARE

### Maternal health outreach teams

You set up teams of female social workers, midwives, doctors and intercultural mediators to meet pregnant women and young mothers in precarious life situations in your city and who typically do not come to maternal health services. While focused on maternal health, the teams also address related issues (e.g. residence status, housing situation) in an integrated approach.

#### COST

2 for setup. 1 for each further round.

#### IMPACT

+1 health care



## HEALTHCARE

## HEALTHCARE

## HEALTHCARE

### Women health circles

Your city sets up health circles for migrant women in which female healthcare workers and intercultural mediators address topics such as contraception, pregnancy, menopause, mental health, body awareness, nutrition, and women's rights within the national health system. Through their interactive format, the circles are also meant to encourage interaction and to mobilise peer support.

#### COST

2 for setup. 1 for each further round.

#### IMPACT

+1 health care  
+1 social cohesion



This policy is part of Fundão's Integrated Action Plan

## HEALTHCARE

## HEALTHCARE

## HEALTHCARE

### Use of AI interpretation in health consultations

Together with a university, you pilot the use of AI-based language interpretation tools by GPs. The tools turn out to be a good backup solution when human interpreters are not available.

#### COST

2 for setup. 1 for each further round.

#### IMPACT

+1 health care



## DECENT WORK

### Training Employers

Your city offers a training for local employers on how to navigate the bureaucracy related to hiring migrants and how to respect their rights.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 social cohesion  
+1 decent work

#### COOPERATION

Cooperation with economic actors decreases setup costs to 1 as workers and employers unions help you in setting up the training



See ILO's Labour migration and mobility toolkit for a training addressing employers and other stakeholders

## DECENT WORK

### Co-creating training for shortage sectors

Together with employers from shortage sectors, your city co-creates a vocational training to work in these sectors. It is designed to also include language training on the professional lingo needed to work in this sector.

#### COST

3 for setup. 2 for each further round

#### IMPACT

+2 decent work

#### COOPERATION

Cooperation with economic actors decreases the setup costs in the first year to 1 as workers and employers unions help you in setting up the training



Example "Rising you" training Belgium

## DECENT WORK

### Award for Inclusive Employers

Your city launches an annual competition for employers hiring vulnerable groups, including refugees. Award-winners get symbolic recognition in billboards in public space and public transport.

#### COST

1 for each round

#### IMPACT

+1 decent work  
+1 social cohesion

#### COOPERATION

Cooperation with economic actors makes your policy more effective and adds +1 to decent work score.



Sofia Inclusive Employer Awards

## DECENT WORK

### Strengthening rights awareness

You want to increase awareness of labour rights among labour migrants. For this purpose you launch a "know your rights" campaign and a legal clinic where they can find support if they believe their rights have been violated.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 decent work  
+1 social cohesion

#### COOPERATION

Existing cooperation with NGOs decreases the startup costs to 1



This policy is included in Timisoara's Integrated Action Plan

## DECENT WORK

### Skills passport

Your city uses the EU Skills Profile Tool to record the skills and experiences of newcomers arriving and to match them to local vacancies. This enables some of the newcomers to find jobs in their field of experience, without having to wait for an official recognition that might take long or be inaccessible.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+2 decent work

#### COOPERATION

Existing cooperation with labour market actors decreases the startup costs to 1



This policy is included in Fundao's Integrated Action Plan

## DECENT WORK

### Assistance with recognition of qualifications

Your city establishes a service to support migrants with foreign qualifications to navigate the complex process of their recognition by state authorities. This helps newcomers to work at the level of their real qualifications and brings additional tax revenue to your city.

#### COST

4 for setup. 2 for each further round

**IMPACT**  
+1 social cohesion  
+1 decent work  
+1 annual resources

**COOPERATION**  
Cooperation with economic actors decreases setup costs to 1 as workers and employers unions help you in setting up the training



For more information see Info Card 2 or scan QR-code for Munich foreign qualification support service

## DECENT WORK

### Migrant mentoring and buddying

You set up a buddy scheme for newcomers with established residents helping them to navigate the labour market and improving their language skills.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 decent work  
+1 social cohesion

#### COOPERATION

Existing cooperation with NGOs reduces the setup costs to 1



Good practice-case "Duo for a job" mentoring scheme

## EDUCATION

### Investing in Childcare

Your city creates new childcare places to take into account the demographics of newcomers. You see this as an investment with positive returns on employment of mothers and the future of the children.

#### COST

5 for setup. 3 for each further round

#### IMPACT

+1 education  
+1 social cohesion  
+1 decent work

Your annual resources increase by 1 through tax returns generated by allowing more women to work.

#### COOPERATION

Cooperation with national government or EU level activity reduces the setup costs by 2.



STUDY: Effect of Early Childhood Education Services on Social Integration of Refugee Families

## EDUCATION

### Formalising status of childminders

You create a framework for regulating the many informal childminders in your city and promoting their social mobility. For this purpose, you certify the childminders' experience and set up a platform where parents can contract certified childminders. You also offer further training that allows childminders to transition to formal childcare.

#### COST

3 for setup. 1 for each further rounds

#### IMPACT

+1 education  
+1 social cohesion  
+1 decent work

#### COOPERATION

Cooperation with NGOs decreases the startup costs by 1



Barcelona's "Caring City" strategy

## EDUCATION

### Newcomer induction pathways

Your education department designs a pathway leading newcomer students to mainstream classes. The programme includes school and teacher support allowing to address the needs of newcomer students in terms of language acquisition and social-emotional support.

#### COST

3 for setup. 2 for each further round

#### IMPACT

+1 education  
+1 social cohesion



For more information, look at the Dutch LOWAN classes in this OECD report

## EDUCATION

### Workshops on migration at school

You understand that schools are not free from discrimination and prejudice and set up a workshop for all schools in your city in which pupils learn about migration in their city, featuring migrants themselves presenting their stories.

**COST**

2 for setup, 1 for each further round

**IMPACT**

+1 social cohesion

**COOPERATION**

Cooperation with NGOs or other city departments decreases the startup costs by 1



*This action is included in Sosnowiec's integrated action plan*

## EDUCATION

### Welcome teams at school

Composed of teachers, administrative staff as well as student and parent buddies, the teams support newly arrived pupils and their families in understanding the school environment and routines through multilingual information and informal communication and allow schools to better understand the challenges that newcomers face.

**COST**

2 for setup, 1 for each further round

**IMPACT**

+1 education  
+1 social cohesion

**COOPERATION**

Cooperation with NGOs OR other city departments decreases the startup cost by 1.



*This action is included in Fundão's integrated action plan*

## EDUCATION

### Onboarding sessions with parents

Together with schools and parents associations you organise induction sessions with recently arrived parents to explain them how the school system works in your city. You also explain them how parents associations are a great way to get to know other parents and to help to improve the education system.

**COST**

1 for setup, 1 for each further round

**IMPACT**

+1 social cohesion

**COOPERATION**

Cooperation with other city departments decreases the total costs for all remaining rounds to 2

## EDUCATION

### Language courses for parents at school

You set up a language course at school for parents, scheduled in parallel to their children's school hours. The courses aim to engage in particular mothers who cannot be reached by ordinary language courses, while helping them build networks around their children's schools.

**COST**

3 for setup, 2 for each further round

**IMPACT**

+1 social cohesion  
+1 decent work

*See OECD report Young People with Migrant Parents, 2021, Chapter 4*



## EDUCATION

### Training young people to react to hate speech online

You develop and implement a workshop for secondary schools in which pupils learn about algorithms and the impact of propaganda. As a result they become more aware of the risks of bias and manipulation.

**COST**

1 for setup.

**IMPACT**

+1 social cohesion

## ADEQUATE HOUSING

### Rent Intermediation programme

Your city provides tax incentives and a guaranteed rent income to landlords ceding flats to the city council for 5 years, which it then uses to house vulnerable groups, such as migrants.

**COST**

4 for setup, 3 for each further round

**IMPACT**

+2 adequate housing score  
+1 social cohesion

**COOPERATION**

Cooperation with NGOs decreases costs by 1 as NGOs help you to identify suitable housing and to co-manage the scheme.



*More on rent intermediation*

## ADEQUATE HOUSING

### Building emergency housing

Your city builds emergency housing units that allow you to house vulnerable newcomers or other groups in emergency situations.

**COST**

5 for setup, 1 for each further round

**IMPACT**

+2 adequate housing score  
+1 social cohesion

**COOPERATION**

Cooperation with NGOs decreases costs by 1

## ADEQUATE HOUSING

### Informing employers about adequate housing standards for temporary workers

Your city reaches out to employers to inform them about the housing rights of temporary workers and offer help in ensuring these are respected.

**COST**

2 for setup, 1 for each further round

**IMPACT**

+1 adequate housing  
+1 social cohesion

**COOPERATION**

Cooperation with economic actors decreases setup costs to 1

*For more information on employer obligations see Info Card 1*

## ADEQUATE HOUSING

### Citizen-hosting of refugees

You set up a matching scheme for citizens who want to host refugee families and obtain state funds for hosting asylum seekers that you distribute to the private hosts. Through inspections you ensure that housing conditions meet the standards.

**COST**

2 for setup, 1 for each further round

**IMPACT**

+1 adequate housing score  
+1 social cohesion

**COOPERATION**

To implement this policy, you need cooperation with national government. Cooperation with NGOs decreases the setup costs to 1

*For more information on the impact of citizen-provided housing see Info Card 3*

## ADEQUATE HOUSING

### Detecting and mobilising vacant housing

Together with the housing department, your city identifies vacant housing and penalises owners who keep housing off the market without justification. This contributes to curb rents and creates more options for vulnerable population groups.

**COST:** 2 for setup, 1 for each further round

**IMPACT**

+1 adequate housing  
+1 social cohesion

**COOPERATION**

Cooperation with NGOs decreases the setup costs in the first year to 1 as NGOs help with detecting vacant housing



*Best practice report from FEANTSA on re-purposing vacant housing*

## INTERACTION & COMMUNICATION

### Training young people to react to hate speech online

You develop and implement a workshop for secondary schools in which pupils learn about algorithms and the impact of propaganda. As a result they become more aware of the risks of bias and manipulation.

#### COST

2 for setup, 1 for each further round

#### IMPACT

+1 social cohesion

See Info Card 5 for more information on consequences on online hate speech

## INTERACTION & COMMUNICATION

### Migrant mentoring and buddying

You set up a buddy scheme that connects newcomers with established residents, helping the newcomers to navigate the host society (work, leisure, education system etc.) and improve their language skills.

#### COST

1 for each round

#### IMPACT

+2 social cohesion

#### COOPERATION

Existing cooperation with NGOs makes your policy more effective and adds +1 to the social cohesion impact



Good practice-case  
"Duo for a job"  
mentoring scheme

## INTERACTION & COMMUNICATION

### Migrant participation in volunteering

Together with local NGOs, you decide to reach out to newcomers to increase their participation in local volunteering and cultural activities, such as science clubs, crafts, local history, sports clubs and choirs. The idea is to increase interaction between established residents and newcomers and to provide informal language learning opportunities in areas of common interest.

#### COST

1 for each round

#### IMPACT

+1 social cohesion

#### COOPERATION

Existing cooperation with NGOs makes your policy more effective and adds +1 to the social cohesion impact

See Info Card 4 on how interaction can reduce stereotypes

## INTERACTION & COMMUNICATION

### Intercultural dimension in local culture grants

Your city's culture grants programme adds "intercultural orientation" as a new criteria to be used when scoring applications for local grants. In order to receive points in this category, initiatives need to demonstrate how they aim to bring together people of different origins through their activities.

#### COST

1 for setup. Free for all following rounds

#### IMPACT

+1 social cohesion

Info card number 7 provides a real-word example from Barcelona

## INTERACTION & COMMUNICATION

### Anti-rumour network

Your city initiates an anti-rumour network - a coalition of civil society organisations and individual people willing to act against the spread of false rumours about migrants. They receive initial training and then develop actions to reach out to the wider citizenry, making citizens more aware of how propaganda and false rumours can undermine social cohesion.

#### COST

1 for setup. 1 for each further round

#### IMPACT

+1 social cohesion

#### COOPERATION

Cooperation with NGOs OR economic actors makes your policy more effective and adds +1 to the social cohesion impact



More information on anti-rumour networks

## ADEQUATE HOUSING

### Municipal bank for building material & renovation support

The municipality creates a depot for reusable construction materials, donated by private companies. Residents in vulnerable situations are eligible to use the material for their home improvement and rehabilitation projects. They are accompanied by DIY workshops and support from volunteers and vocational trainers.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 adequate housing  
+1 social cohesion



This policy is part of Fundão's Integrated Action Plan

## ADEQUATE HOUSING

### A local model for asylum-seeker accommodation

Your city has convinced the government to pilot a new model of asylum seeker accommodation, in which the city has a say on location, facilities, size and management. This allows you to reduce segregation and foster interaction with other residents and to offer mixed housing and support services. An evaluation demonstrates that this model's social benefits outweigh the higher costs.

#### COST

4 for setup. 3 for each further round

#### IMPACT

+2 adequate housing  
+1 social cohesion

COOPERATION with the state is needed to implement this policy



More on Utrecht's Plan Einstein model for housing asylum seekers

## INTERACTION & COMMUNICATION

### Intercultural orientation of sports clubs

You offer help to struggling sports clubs and accompany them in becoming more attractive to migrants. At the same time you guide newcomers to find the right clubs. This grows the clubs' membership and helps them to better reflect the diversity of your city population.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 social cohesion

#### COOPERATION

Cooperation with NGOs makes your policy more effective and adds +1 to the social cohesion impact



Collection of good practice

## INTERACTION & COMMUNICATION

### Migrants stories

In order to counter the dehumanising myths that are systematically spread on social media, you launch a programme with your local radio stations that presents stories of local migrant residents.

#### COST

2 for setup. 1 for each further round

#### IMPACT

+1 social cohesion

See Info Card 6 on successful narratives about migration



This policy is part of Fundão's Integrated Action Plan

**EVENT CARD****Becoming a target of nativist propaganda**

Your city's efforts in working for human rights have not gone unnoticed. The nativist party "Us United First" (UIF) turned you into a special target of their nation-wide propaganda activities on social media. The unverified stories they share include accounts of migrants squatting houses and being involved in all kinds of criminal activities and draining the capacity of your city's social, education and health services.

► If you don't have any communication activities in place, your social cohesion score decreases by 1 in each of the following two rounds.

**EVENT CARD****Intermediaries making money on the back of migrants**

NGOs report to you that a group of malevolent people have become active in your city who provide "parallel services" to your city's official reception policies: they charge money from migrants to use an address for registration and also offer to match them with informal work opportunities.

► If you don't have any guidance services in place, reduce your human rights score by 1 in this round, and by another 1 in the following round.

**EVENT CARD****Contracted workers arriving "under the radar"**

When a fire occurred in an industrial plant outside the city, you became aware that 200 migrants from Nepal were working and living there under inadequate conditions. Talking with migrants and NGOs, you suspect that many more might have been brought to your city by recruitment agencies in the framework of bilateral contracts between Nepal and your government. You realise that these newcomers have no access to information, support or basic language training.

► This event decreases your social cohesion score by 2. Having cooperation with economic actors OR having a guidance service in place decreases the negative impact of this event by 1 for each.

**EVENT CARD****Defunding asylum-seeker accommodation**

Following up on promises made during the last electoral campaign, your home affairs minister drastically decreases the budget for asylum-seeker accommodation. As a result, many people, including families, end up sleeping in the streets.

► If you don't have a policy card on emergency accommodation, your scores for adequate housing and social cohesion decrease by 1.

**EVENT CARD****Rising tax income**

Your city is growing and so is your tax income.

► Your annual resources increase by one from the next round onwards.

**EVENT CARD****Tourist rental**

Tourist rental platforms have discovered your city! As there is little regulation in place, the offer of affordable housing decreases.

► Your adequate housing score decreases by 1.

**EVENT CARD****European awards**

Your city has received a prestigious European award for its commitment to human rights and social integration. You receive prize money and congratulations from the Home Affairs ministry, which could be the beginning of a beautiful friendship or at least of better cooperation.

► You engage in cooperation with national government.  
► Your resources increase by one for the next two rounds.

**EVENT CARD****European grant**

Your city has successfully applied for a grant for innovative urban actions.

► In the next round, you can choose one policy card without paying the setup costs.

**EVENT CARD****Cooperation with labour inspectorate**

After you detect trafficked migrants working in sweatshop-like conditions, your city begins cooperating with the national labour inspectorate. Both sides recognise this as a win-win situation and commit to closer collaboration in the future.

► Due to your greater capacity to detect exploitative work, your decent work score increases by one.

**EVENT CARD****City-to-city cooperation**

You team up with one of the other cities to exchange knowledge on how to provide better guidance for newcomers.

► Choose a policy sector. For you and a player of your choice, the score in this sector increases by +1.

**EVENT CARD****Austerity**

After a decrease in tax income, your national government is going into austerity mode. National governments support for your social policies decreases.

► Your annual resources decrease by 1.

**EVENT CARD****Police intervention**

A new home affairs minister is keen to live up to his electoral promises to show a hard hand on migration. One flagship measure of his is to send national police to the cities to conduct arbitrary controls among people who look like they could be migrants. Although this policy is largely symbolic, its impact on the feeling of security among your population is real.

► Your social cohesion score decreases by 1.

**EVENT CARD****Exploitation in the food delivery sector**

You discover that in your city's booming food delivery sector many migrants work without papers, under other people's social security registration. In exchange, the workers are charged a part of their income by the people lending their identity to them.

► Your decent work score decreases by 1.

**EVENT CARD****New civil society initiative**

A new coalition of grassroots initiatives is working on human rights. You have new allies supporting the goals that you also work for.

► Your social cohesion score increases by 1.

**EVENT CARD****New cooperation with university**

You start a cooperation with the university. One of the elements of this is that you get evaluations of some of your policies, which lead to increasing their impact.

► The impact of a policy of your choice doubles.

**INFORMATION CARD 1****Employer obligations regarding worker accommodation**

Employers are required to provide adequate, safe, and affordable housing for workers when the job requires living near the worksite (e.g. agricultural, live-in, or remote-area work) or under Seasonal/Migrant Schemes, as stipulated by the EU Seasonal Workers Directive (2014/36/EU). This legal protection prevents exploitation and dependence on intermediaries and improves health and well-being of workers. Housing conditions must meet national standards and can be subject to inspections by labour authorities.



More information

**INFORMATION CARD 2****A need for proactive policies for recognising foreign qualifications**

Functioning procedures for the recognition of foreign qualifications are a key to turning migration into a success story. In reality, however, procedures for homologation are often intransparent, costly and lengthy. A 2023 EC Communication asks member states to improve their capacity in this area, to improve support to applicants and to not charge unreasonable costs for the procedures. Countries such as Denmark, the Netherlands or Germany have worked in this direction and can serve as an example, while cities can act as bridge builders between their residents and national recognition services.



EC Communication on the recognition of foreign qualifications

**INFORMATION CARD 3****Positive impact of citizen-provided housing**

Across the EU, citizen-provided housing has been vital for hosting Ukrainian refugees. WELDI partners see this model –when well monitored to prevent exploitation– as a success story for its integration potential. Research supports this view. A recent study from Germany found that refugees in citizen-provided housing experienced better social, psychological, and navigational integration than peers in other types of accommodation. This highlights the potential of citizen-provided housing to complement public refugee reception.

Does your city council support the recognition of foreign qualifications?



Study on impact of citizen-provided housing in Germany.

**INFORMATION CARD 4****Contact theory: reducing prejudice through interaction**

The Intergroup Contact Hypothesis, one of the most studied ideas in social psychology, shows that members of two antagonistic groups will reduce mutual stereotypes if they interact with each other under the right conditions. These include:

- \* interacting on equal footing
- \* with shared objectives
- \* over a longer period of time
- \* with the support of an authority, e.g. a city council.

This hints to activities and fields that are particularly impactful in reducing prejudice between migrants and established residents. Can you think of any examples?



Overview on main premises and results of Intergroup Contact Theory

**INFORMATION CARD 5****Online-hate and real life consequences**

Research has demonstrated in numerous case studies that hate speech that happens online has concrete localisable offline effects in the form of hate-crimes. In some recent cases in Spain, Ireland and the UK, anti-migrant riots were preceded and actively triggered by the spread of false information on crimes and their perpetrators via social networks. What is your city doing to prevent localised forms of hate-speech?



The Times: How Online Misinformation Stoked Anti-Migrant Riots in Britain

## INFORMATION CARD 7

### Applying intercultural criteria in municipal funding for cultural activities in Barcelona

Barcelona includes “the incorporation of the intercultural perspective” as a transversal quality criterion in the evaluation of proposals in several grant programmes. A guide for applicants asks them to spell out in a specific section of their proposal how they plan to:

- recognize and engage with cultural, linguistic, religious, and other forms of diversity;
- ensure access and inclusion, e.g. by overcoming language barriers and using accessible communication
- reflect a clear institutional commitment to non-discrimination, equity and intercultural dialogue.

Is your city applying such criteria in local grants and if not, would it be a good idea?

## INFORMATION CARD 6

### Successful narratives about migration

The transnational research project BRIDGES identified some success factors on how to establish new narratives on migration.

- \* Narratives should resonate with individuals' emotions and feelings.
- \* Personal testimonies by migrants have a strong capacity to influence
- \* Current debates and events can be windows of opportunity to intervene
- \* React to existing discomfort or fear about migration and don't leave it to extremists to define what migration is.

How does your city shape narratives on migration?



The BRIDGES Research Project