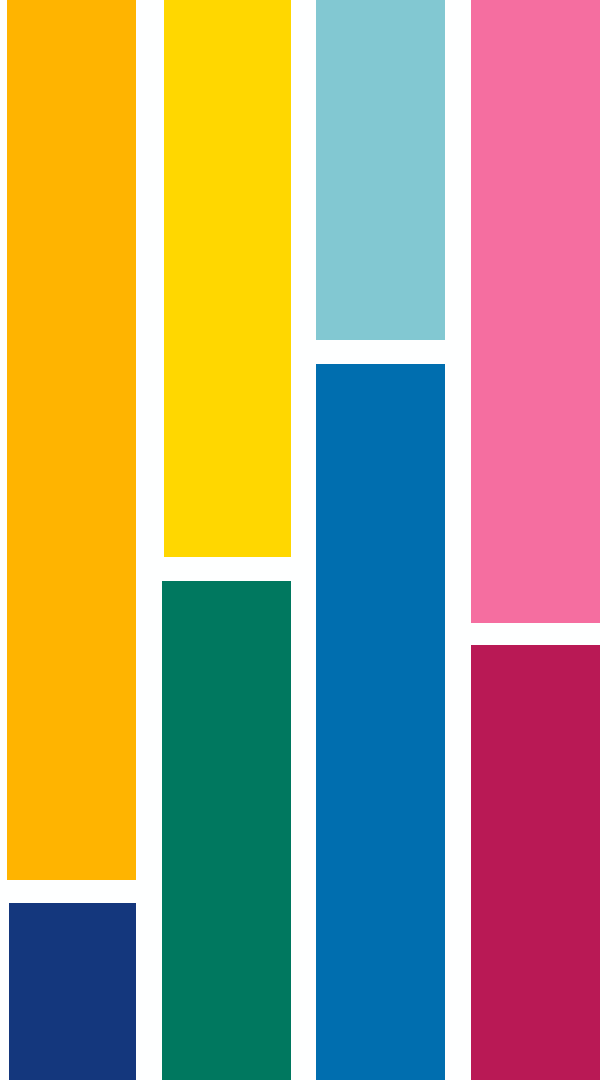


# One Stop Shops

*How to use a one stop shop approach to ensure that migrants needing support in your city can easily access and navigate well-coordinated service provision*

Bella Kosmala - URBACT ad-hoc expert  
16th September 2024



# Learning objectives of this workshop

1. Understanding the core concept and benefits of a One Stop Shop mechanism
2. Understanding key success factors for setting up a One Stop Shop mechanism
3. Finding out about existing One Stop Shops
4. Exploring common challenges
  - How to secure financial resources and political support
  - How to engage with migrant communities and stakeholders
  - How to build in sustainability and data protection
5. Exploring the next steps for implementation in your city



and large enough for both group and 1-2-1 sessions.

# What is a One Stop Shop mechanism?

An approach that

- makes it easier for migrants to access multiple specialist services to support their integration
- helps cities deliver more effective and co-ordinated services which use resources well and do not duplicate effort.
- engages many relevant stakeholders (including NGOs) at city, regional and national level, and may be provided in one location or several.
- commits to coordinating available services and resources so that a migrant's integration journey is as accessible and seamless as possible.

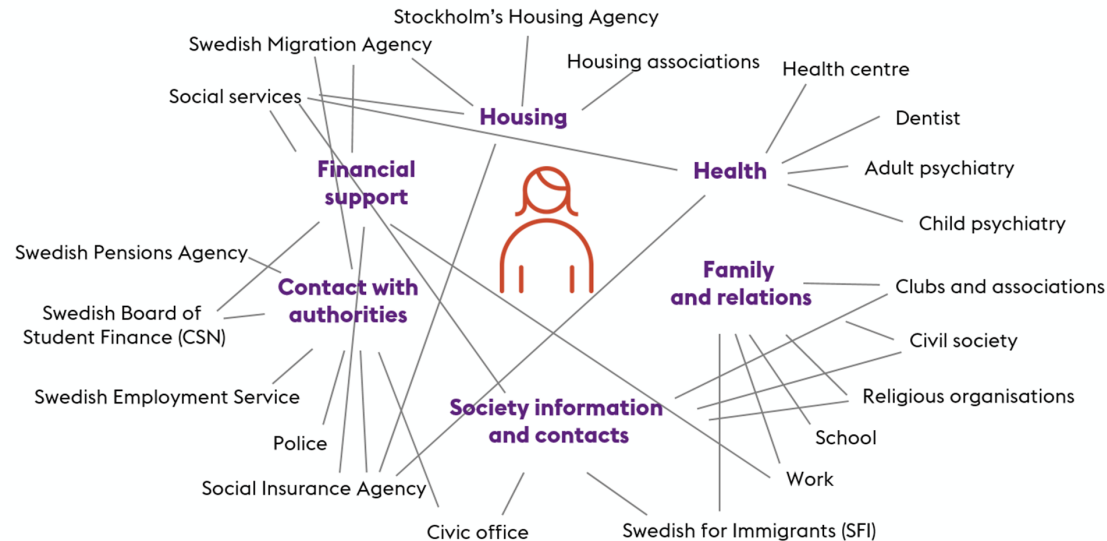
# And what is it NOT

- A building
- A panacea
- A one size fits all

# Benefits of a One Stop Shop mechanism

## Stockholm context

### Map of contacts - newcomer's first months:



Reference: Swedish Red Cross' Landa project

# Benefits of an OSS mechanism

Avoids migrants receiving different (and sometimes opposing) advice or information from different services in the city, and having to re-tell their story to each new agency,. Instead they can receive a consistent message.

Creates an effective structure of cooperation and collaboration between services in the city that can be drawn upon in times of crises.

A OSS is a good method of increasing collaboration between state and NGOs

avoids duplicating effort

A symbol of the city's commitment to being a multicultural and welcoming city

Can help overcome problems which hinder effective integration of migrants such as lack of translated information or interpreters at city offices

Contributes to clarity, co-operation and coherence which can increase migrants' trust in local government and public administration

An OSS can be seen as an early intervention strategy to quickly move migrants towards independence and efficiently integrates adult migrants into the labour force = cost effective

*Makes services for migrants more accessible, streamlined and effective*

Enables better reach of undocumented migrants, who prefer to access support via migrant associations and NGOs rather than 'government' centres.

OVER TO YOU..

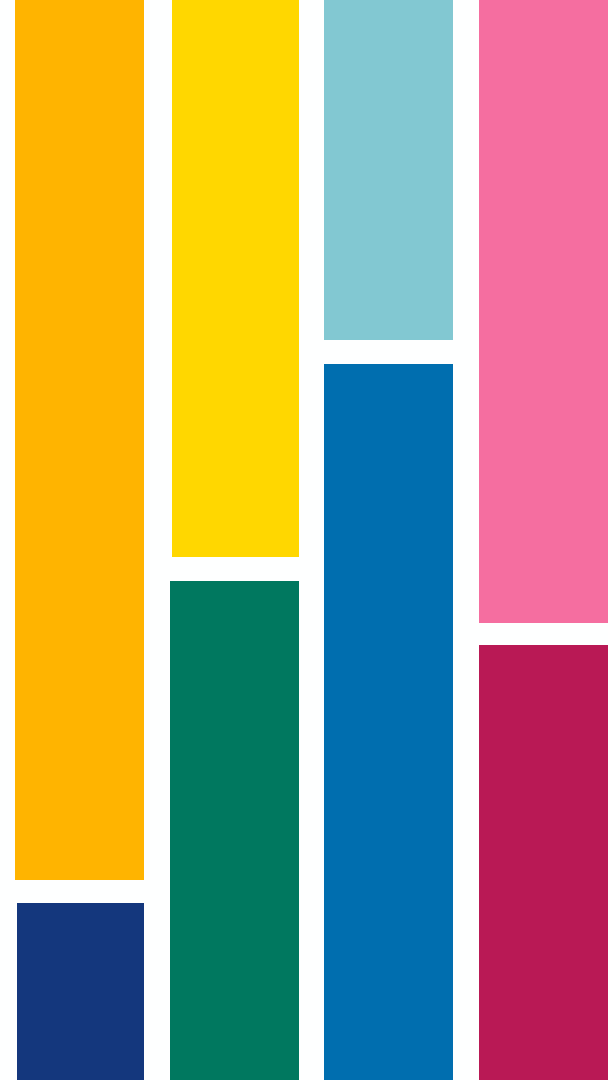
Why are you interested  
in One Stop Shops?

What has  
your city done  
on this  
theme?

What is your city  
planning in this area?



# Key success factors to consider when setting up a One Stop Shop mechanism



<b>1. Recognise service coordination as a key benefit</b>	<b>6. Invest in developing key relationships and partnerships for successful coordinated provision</b>
<b>2. Secure commitment to funding</b>	<b>7. Co-Design an Inclusive Planning Process</b>
<b>3. Set up a coordination mechanism</b>	<b>8. Use an appropriate physical spaces</b>
<b>4. Understand and define priority needs and target groups</b>	<b>9. Define roles and agreements</b>
<b>5. Build a nuanced and full understanding of services</b>	<b>10. Review and evaluate</b>

# 1. Recognise service coordination as a key benefit

## City Commitment

The city commits to ensuring that migrant services work together in a coordinated way, as part of an integration strategy or similar document. This benefits both migrants and service providers.

## Why It Matters

- Migrants don't need to repeat their stories when accessing services.
- City services save time with streamlined processes, like quicker referrals.
- Strong relationships and data-sharing between agencies lead to long-term improvements.

## What It Looks Like

- There is political commitment in the city to service coordination for migrants and its is mentioned in strategic documents.
- The city promotes partnerships and collaboration between migrant service agencies.

## TOP TIPS FOR CONVINCING POLITICIANS

- **It's a win-win (creating jobs, saving costs, early intervention, better preparedness for crisis)**
- **Get agreement on broad goals, understand their perspective**
- **Don't give up!**
- **Find allies in different positions**
- **Buy-in from businesses/private sector will influence politicians**
- **Remind them of migrants voters**

## **2. Secure commitment to funding**

### **City Commitment**

The city secures sustainable funding to support the coordination of services for migrants in the long term, including any up-front costs.

### **Why It Matters**

- Building a coordinated system of services requires initial investment.
- Funding is needed not just for facilities, but also for planning, managing, and reviewing the coordination process.
- Long-term coordination leads to better outcomes for migrants and more efficient city services.

### **What It Looks Like**

- The city includes coordination costs in its annual budget.
- The city partners with funders/investors to ensure long-term financial support.
- Most one-stop shops have several funding streams (EU or local budget)
- Different services means several budgets to tap into

### **3. Set up a coordination mechanism**

#### **City Commitment**

Appoint a person or team to lead the One Stop Shop (OSS) development, with a clear role and responsibilities agreed by all partners.

#### **Why It Matters**

- A lead is essential to drive progress, set timelines, and make decisions.
- The lead must have the time and resources needed, whether from city staff or external procurement.

#### **What It Looks Like**

- Coordination role included in yearly staff or procurement planning.
- Internal or external lead works closely with the right city team.

## 4. Understand and define priority needs and target groups

The city works closely with migrants to understand their different service needs, helping to identify which groups and services should be prioritised within the One Stop Shop (OSS).

### **Why is this important?**

- Migrants have diverse needs, some of which may not be obvious to the city, especially in underrepresented or disadvantaged communities.
- A mapping exercise with migrant communities helps identify these needs, potentially involving migrants as community researchers.

### **What does this look like?**

- Consult existing advisory boards, host roundtables, focus groups and analyse data that the city already have
- Conduct a neighbourhood survey in community languages to consult migrant communities -what are their needs?
- Work with migrant-led groups in the city to better understand the views of migrant residents; offer training, adjust event times, provide childcare, and compensate participation.
- Make sure to define short, medium, and long-term priorities, as it's unlikely all needs can be met at once.

# Top tips for engaging with migrants (co-designing)

- Make it intentional
- Centre your service users
- Build relationships
- Start small



**Bella Kosmala**  
MigrationWork





## OVER TO YOU..

What channels are available to you to consult and learn more about migrant needs and target groups?

What do you find challenging with engaging with migrants in your city?

What is your city planning in this area?

## 5. Building a nuanced and full understanding of services

One of the key steps in developing a successful One Stop Shop is to create a clear, up-to-date picture of all the services and activities that support migrants across the city.

### **Why is this important?**

To make the OSS work, the city needs to know exactly what services are already out there—both government and NGO-run. This helps decide which services should be included in a coordinated ‘one-stop’ system. An OSS mechanism can offer many different services such as referral services, legal advice, social activities, support with registration and filling in applications etc. Services change often, so it’s important to have a way to regularly update this information.

### **What does this look like?**

The city should make sure the OSS coordinator regularly consults with stakeholders, such as advisory panels and partners, to keep the service map updated, but also by making use of digital platforms e.g. Athens and its ACCMR digital platform

The city also commits to activities like research, focus groups, and roundtables to keep this service picture as complete as possible, with funding set aside for these efforts .

## 6. Investing in developing key relationships and partnerships for successful coordinated provision

It is crucial to collaborate with the right partners and establish a shared vision. The city must build strong relationships with both internal and external partners, including those who provide services, share information, and offer resources.

### Key Questions to Consider

- Who's already in this space?
- Who's going to help you meet your goals the best?
- How can you bring in migrant-led organisations to be part of service delivery?
- Who will be working directly in the One Stop Shop, and who will you refer to externally?

### Why is this important?

Shared vision, trust and collaboration.

### What does it look like?

A steering group that brings everyone together, including migrant-led organisations

## 7. Co-Designing an Inclusive Planning Process

The city

- Leads a planning process with key stakeholders, including migrants.
- Considers existing services, resources, and the needs of specific groups (e.g. women, unaccompanied minors, people with disabilities).
- Ensures enough time is given for meaningful input and planning.

### Why is this important?

- Engages all relevant contributors to coordinate how services will be delivered effectively.

### What does it look like?

- The city sets aside time and resources for input from service providers and migrant communities to shape the OSS.

METHOD	Needs analysis	Action planning	Implementing	Evaluating
<a href="#">Forum theatre</a>	✓			
<a href="#">Citizens' dialogues</a>	✓	✓		
<a href="#">Citizens' assemblies</a>		✓		
<a href="#">Citizens' panels</a>			✓	
<a href="#">Mystery Shoppers</a>				✓
<a href="#">Community researchers</a>	✓		✓	✓

## 8. Identifying and Securing Physical Space(s)

### **Key Considerations:**

- Secure flexible space(s) to house key services and grow as needed.
- Make spaces welcoming, open, and accessible.

### **Why is this Important?**

- Adaptability: Spaces should adapt as new services are added.
- Targeted Design: Consider confidential areas, inviting reception, and accessibility for all.
- Community Engagement: Encourage interaction between migrants and established communities.

### **What it Looks Like:**

- Location: Easy access for visitors and staff.
- Flexibility: Welcoming environment and adaptable spaces
- Empowerment: Spaces that make visitors feel active and engaged.
- Digital Platform: Explore using a digital platform to complement physical services.

# Stockholm: Creating conditions for learning and empowerment



More about Stockholm: [https://connection.integratingcities.eu/good\\_practices/OSS/Stockholm\\_Civic\\_Office\\_Ragsverd.pdf](https://connection.integratingcities.eu/good_practices/OSS/Stockholm_Civic_Office_Ragsverd.pdf)

## 9. Defining roles and agreements

Once you've got your One Stop Shop (OSS) plan, it's crucial to set up clear roles and governance. This means everyone involved needs to know exactly what their role is and how they should handle things like data sharing.

### **Why:**

Having clear role definitions helps prevent overlap, ensures everyone knows their responsibilities, and allows for better coordination as new needs arise.

### **What it looks like:**

City convenes a meeting with all partners in order to establish clear roles, and confirms the decisions through the drafting of shared agreements.



## **10. Reviewing and evaluating**

### **Regular Reviews**

- Assess changes in migrant needs, services, and partnerships.
- Update service map regularly (annually or bi-annually).

### **Why It Matters**

- Cities and needs evolve over time.
- Ensure OSS continues to meet priority needs.
- Evaluate the added value of coordinated services.

### **What It Looks Like**

- Gathering data from the start to demonstrate the need for the work
- Customer satisfaction surveys that are translated and the use of mystery shoppers or community researchers
- Hold regular focus groups / review panels to keep the services relevant
- Set up a way to evaluate the added value of having services work together.

# Building in sustainability

Many One-Stop-Shop projects begin as funded pilots and rely on the state deciding to continue investing in them to make them sustainable.

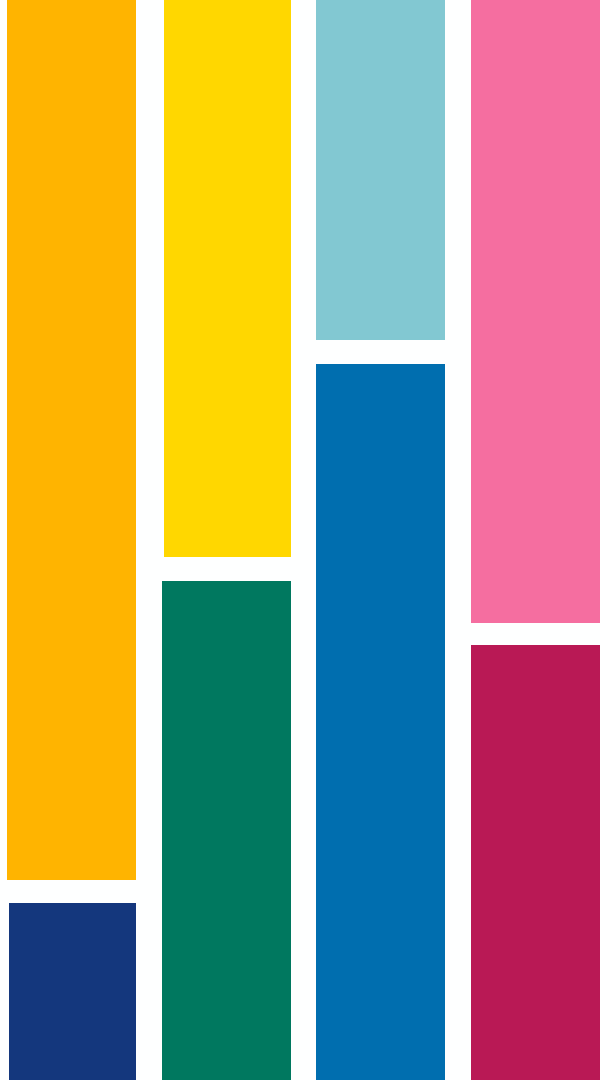
Some funding sources also have complex restrictions - including refusing to fund support for undocumented migrants. This can make hitting targets hard for services which are committed to serving all migrants.

- Ideally you have secured political commitment through developing the integration strategy, including a commitment to sustainability.
- Political commitment will need to be maintained and sustained throughout the project, and you will need perseverance to make progress with securing political decisions in your favour.
- Funding can depend on data about local needs and One Stop Shops can ensure you have record of this and can help identify migrants who might not otherwise be visible.
- Many OSS are open to residents more widely, not just migrants. This can mean more pots of funding available and make the case for its relevance / impact on local communities.
- Many OSS offer support for mandatory services in that city like registration. This can justify the need to keep the doors open.

**Over to you.. Reflect and share with the group:**  
**How far along is your city? Where is your city scoring well?**  
**Where is your city experiencing challenges? Do these steps resonate with you?**

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# Top tips from other cities



# ATHENS - Migrant Integration Centre



1. 'Just do it'! Get stuck in, have space, money and practices which are flexible, so that you can adapt to the changing situation.
2. Try and make the service robust, and regarded as a core state provision, so that the finances are not at risk when project funding ends or when the political party changes. This takes time and clever communication, in order to speak the language of the politicians and show that the project is for everyone's benefit.
3. When planning the budget, include a frontline expert as well as a finances expert. Both will bring different essential expertise to the table. You must include budget for communications, for staff wellbeing, and try to have some flexibility within the budget, so that you can adapt as you go.

# STOCKHOLM - Civic Office



<https://play.mediaflowpro.com/ovp/14/11CCYHFOWI>

1. Create trust with the neighbourhood and the clients. Being consistent with opening hours helps foster trust.
2. Take an empowerment approach and focus on the learning process of client's through the space and the integration journey.
3. Make full use of the physical space to enhance the learning journey of clients.
4. Employ staff with high competency e.g. multilingual, digital skills, pedagogical skills, cultural competency, awareness of societal issues

# DORTMUND - MigraDo



1. Persevere to secure political and financial buy-in. You will need to keep nudging this, keep reminding people of what you are doing and what your vision is, so that it does not get forgotten. Don't give up!
2. Be flexible and adaptive, ensuring that you take time to be reflective and to include a range of perspectives in the reflection and adaptation
3. Be strategic in your approach: Map the services and processes of you OSS and how they are related to your partners.
4. Using users' feedbacks is important so that you can adapt and improve the model.



## DISCUSS!

What did you find the most useful?

How has this changed your thinking about One Stop Shops?

What step would be the next one to focus on for your city?



# Action learning methodology

Top tips for a good breakout session



# 'Rules'

- The 'problem holder' gets 5-10 minutes to discuss the challenges they want help with relating to their OSS plans
- The group asks clarifying questions to make sure they understand the context and the issues
- The group puts themselves in the place of the 'problem holder' - be constructive, not prescriptive
- The group asks questions that help the 'problem holder' think about their situation differently in order to find a solution. Use open questions (see sheet with examples)
- The 'problem holder' can select the questions they feel are helpful and 'reject' those that don't feel relevant.

# Example questions for action learning sessions

## Questions of understanding:

What are you trying to achieve?

What is the difference between how you see things now and how you would like them to be?

How will things change if you are successful?

Who might be willing to help you?

What obstacles do you anticipate?

## Questions to get below the surface

Can you explain? What exactly? How do you know? Can you give an example?

How do you feel about that? What assumptions are you making?

What do you think will happen and why?

What are the consequences of doing that?

What was the high point/low point for you?

What have you learned from all this?

## Questions to stimulate learning

What is challenging for you about this issue?

What opportunities are there for you in this situation?

What would success look like?

That obviously excites you: why?

What metaphor could you use to describe the situation?

What is important, what is urgent and what is the priority?

What have you tried? Why did/didn't it work?

Who else have you involved in this issue?

Who can you turn to for advice and support?

## Questions to explore options

How would they react...?

How do you feel about...?

What do you think about...?

What are the pros and cons of your actions/ decisions?

What would happen if you did nothing?

## Powerful Questions

What are the effects of this on others?

Is there another way of working?

What skills do you need to cope with this

How can you improve the situation?

## Questions to stimulate action

What are you going to do next?

What are your options for action now?

Where could you get more information?

Who else could you seek help from?

What are you going to do for yourself before the next meeting?

How can I/ we help you to make progress?