

## EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe



### EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe

Requested by FI EMN NCP on 24th January 2018

#### Miscellaneous

Responses from [Austria](#), [Belgium](#), [Croatia](#), [Czech Republic](#), [Estonia](#), [Finland](#), [France](#), [Germany](#), [Hungary](#), [Ireland](#), [Italy](#), [Latvia](#), [Lithuania](#), [Luxembourg](#), [Malta](#), [Netherlands](#), [Poland](#), [Portugal](#), [Slovak Republic](#), [Sweden](#), [United Kingdom](#), [Norway](#) (22 in total)

#### Disclaimer:

*The following responses have been provided primarily for the purpose of information exchange among EMN NCPs in the framework of the EMN. The contributing EMN NCPs have provided, to the best of their knowledge, information that is up-to-date, objective and reliable. Note, however, that the information provided does not necessarily represent the official policy of an EMN NCPs' Member State.*

**EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe**

**Background information:**



In 2017 the Finnish Immigration Service launched a new team focused on design and innovation: Inland. Inland is a design and innovation lab inside the Finnish Immigration Service, created to co-design services that support immigrants and their communities. Inland works under a co-design framework, collaborating with different units, migrants and their communities to provide bold ideas and human centered solutions. Inland aims to promote an organizational change in the immigration services unit and kick start cross-public-agency projects that will have a positive social impact. Inland’s manifesto reads: we put people first, we make real things, we experiment, and we are bold and visionary. More information can be found in our website: <http://inland.studio>.

Our goal is to share best practices, knowledge, and potentially collaborate across other designers/innovators in government, specific to migration/immigration issues. We are looking to find other teams/individuals/designers like us in migration-specific organizations in government.

**Questions**

1. Does your organization have specific design and innovation individual roles or team(s) that are focused on any of the following practices: service design, innovation, design thinking, prototyping, experimentation, co-design?
2. If yes, can you provide contact information for those individuals/teams?: a) Name of the team/role b) Name and title of a contact person in the team/role c) Email d) Website e) Any other channels they use frequently?








**Responses**

	<b>Country</b>	<b>Wider Dissemination</b>	<b>Response</b>
	<b>Austria</b>	No	This EMN NCP has provided a response to the requesting EMN NCP. However, they have requested that it is not disseminated further.
	<b>Belgium</b>	Yes	<b>1.</b> In 2017, the Federal Public Service (FPS) Home Affairs has launched an innovation process/project. Staff members from the FPS Home Affairs, including the Immigration Office and the Office of the Commissioner General for Refugees and Stateless Persons, have started to organize activities to create and promote an “innovation culture” and to encourage the staff to use innovative methods (inter alia linked to new technologies and digitalization). On 29 September 2017, the innovation project leaders organized a “kick off meeting” to draw attention to the project and to bring interested staff members together to start working on




**EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe**

			<p>innovation. The participants in the project discussed inter alia the following: • Learning to think more creatively • The augmented/autonomous mindset • Smart cities and digital transformation • Technology and the Internet of things In early October 2017, the innovation project leaders shared a video illustrating (existing) innovative projects within the FPS Home Affairs, for example: • Sharing platforms (sharing of knowledge, documents, alerts etc.) • Automated procedures for handling applications (digital application format) • Electronic documents / cards • Videoconferencing (audio and video data transmission) • Outfits/uniforms incorporating electronic/ICT components • Drone aerial photography On 21 February 2018, the innovation project leaders have started collecting views on ambitions, standards and values, skills and tools, as well as behaviors associated with innovation. The innovation project is still in its early stages and will be developed in the future.</p> <p><b>2.</b> In 2017, the Federal Public Service (FPS) Home Affairs has launched an innovation process/project. Staff members from the FPS Home Affairs, including the Immigration Office and the Office of the Commissioner General for Refugees and Stateless Persons, have started to organize activities to create and promote an “innovation culture” and to encourage the staff to use innovative methods (inter alia linked to new technologies and digitalization). On 29 September 2017, the innovation project leaders organized a “kick off meeting” to draw attention to the project and to bring interested staff members together to start working on innovation. The participants in the project discussed inter alia the following: • Learning to think more creatively • The augmented/autonomous mindset • Smart cities and digital transformation • Technology and the Internet of things In early October 2017, the innovation project leaders shared a video illustrating (existing) innovative projects within the FPS Home Affairs, for example: • Sharing platforms (sharing of knowledge, documents, alerts etc.) • Automated procedures for handling applications (digital application format) • Electronic documents / cards • Videoconferencing (audio and video data transmission) • Outfits/uniforms incorporating electronic/ICT components • Drone aerial photography On 21 February 2018, the innovation project leaders have started collecting views on ambitions, standards and values, skills and tools, as well as behaviors associated with innovation. The innovation project is still in its early stages and will be developed in the future.</p> <p><b>3.</b> The team NIDO is in charge of the innovation project of the FPS Home Affairs. It can be contacted by email, using the following address: <a href="mailto:nido@ibz.fgov.be">nido@ibz.fgov.be</a></p> <p><b>4.</b> The team NIDO is in charge of the innovation project of the FPS Home Affairs. It can be contacted by email, using the following address: <a href="mailto:nido@ibz.fgov.be">nido@ibz.fgov.be</a></p>
--	--	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------







**EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe**

	<b>Croatia</b>	Yes	<p>1. No.</p> <p>2. N/A</p>
	<b>Czech Republic</b>	Yes	<p>1. NO</p> <p>2. See above</p>
	<b>Estonia</b>	Yes	<p>1. No, there is no special design and innovation team, however there is close co-operation with immigration experts on ad hoc basis.</p> <p>2. N/A</p>
	<b>Finland</b>	Yes	<p>1. Yes</p> <p>2. a) Inland b) Ms. Mariana Salgado, Design and Research Lead c) mariana.salgado@migri.fi d) <a href="http://inland.studio">http://inland.studio</a> e) Twitter, LinkedIn</p>
	<b>France</b>	Yes	<p>1. non</p> <p>2. n/a</p>
	<b>Germany</b>	Yes	<p>1. Yes. Our IT-Lab "IT-Labor" covers for 100 % the tasks of "Inland".</p> <p>2. Contact: Andreas Fulde , e-mail: <a href="mailto:Andreas.Fulde@bamf.bund.de">Andreas.Fulde@bamf.bund.de</a> Remark: an Information Exchange between "Inland" and our "IT-Labor " is already existing !</p>
	<b>Hungary</b>	Yes	<p>1. No, there is no such a role or team in Hungary.</p> <p>2. -</p>




**EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe**

	<b>Ireland</b>	No	This EMN NCP has provided a response to the requesting EMN NCP. However, they have requested that it is not disseminated further.
	<b>Italy</b>	Yes	<p><b>1.</b> No, we do not have specific design and innovation individual roles or teams focused on the above-mentioned practices. However, co-design represents our ordinary organisational approach for the designing of policies, solutions and practices, in the field of immigration and beyond. Specifically, as regards Italian Ministry of Interior, within each service channel devoted to migration, co-design modalities are usually activated, involving the various stakeholders at all levels of government (central, regional, local). For example, Italy's approach to foreign citizens integration is based on multi-level governance, with multiple subjects involved in the implementation of the measures adopted. Precisely, to this end, a National Coordination Mechanism on Immigration (Tavolo di Coordinamento Nazionale), chaired by the Ministry of Interior, Department for Civil Liberties and Immigration has been established, involving several international, national, regional and local entities, including: the Ministry for the Interior, the Ministry for Employment, Welfare and Social Policies, the Regional Governments, the Union of the Italian Provinces (UPI), the National Association of Italian Municipalities (ANCI), The National Anti-Racial Discrimination Office of the Department for Equal Opportunities within the Presidency of the Council of Ministers, the National Commission for the right of asylum, the United Nations High Commissioner for Refugees (UNHCR) and the International Organisation for Migration (IOM). Such National Coordination Mechanism avails itself of a specific technical working group, coordinated by the Central Directorate for Immigration and Asylum Policies, which actually developed and coordinated the elaboration of the National Integration Plan, with the full collaboration of all members of the National Coordination Mechanism. Moreover, in order to give continuity to the joint work undertaken for the elaboration of the above-mentioned Plan, a National Integration Council (Tavolo Integrazione) has been established to coordinate the implementation, monitoring and evaluation of the interventions proposed. We remain available for further information and examples.</p> <p><b>2.</b> n.a.</p>
	<b>Latvia</b>	Yes	<p><b>1.</b> Yes.</p> <p><b>2.</b> a) Development and Project Division of the Development and International Cooperation Department of the Office of Citizenship and Migration Affairs b) Mr. Vilmaris Mangalis, Head of the Division c) vilmaris.mangalis@pmlp.gov.lv, projects@pmlp.gov.lv</p>

**EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe**

	<b>Lithuania</b>	Yes	<p>1. No, Lithuania does not have such teams.</p> <p>2. N/a</p>
	<b>Luxembourg</b>	Yes	<p>1. No.</p> <p>2. N/A.</p>
	<b>Malta</b>	Yes	<p>1. We have no such team.</p> <p>2. N/A</p>
	<b>Netherlands</b>	No	<p>This EMN NCP has provided a response to the requesting EMN NCP. However, they have requested that it is not disseminated further.</p>
	<b>Poland</b>	Yes	<p>1. No</p> <p>2. N/a</p>
	<b>Portugal</b>	Yes	<p>1. In view of the issue, what seems most similar in Portugal is the Migration Observatory created in 2002, as part of the High Commission for Migration with the motto "to know more to act better, "assuming the role of "share best practices, knowledge, and potentially collaborate across other designers/innovators in government, specific to migration/immigration issues."</p> <p>2. Observatório das Migrações ACM - Alto Comissariado para as Migrações Rua Álvaro Coutinho, 14 1150-025 LISBOA Tel. 21 810 61 70 - Fax. 21 810 61 17 E-mail: om@acm.gov.pt www.om.acm.gov.pt</p>
	<b>Slovak Republic</b>	Yes	<p>1. No.</p> <p>2. N/A</p>

**EMN Ad-Hoc Query on Service design/innovation/design thinking best practices within immigration services in Europe**

	<p><b>Sweden</b></p>	<p>Yes</p>	<p><b>1.</b> Service design is the responsibility of Applicant Services within the Department of Quality within the Swedish Migration Agency. The focus is on the service given to an applicant from the Swedish Migration Agency.</p> <p><b>2.</b> Since the whole Department of Quality, together with other central functions of the Swedish Migration Agency, will be reorganised from the 1 April 2018 we cannot provide this information at this point of time.</p>
	<p><b>United Kingdom</b></p>	<p>Yes</p>	<p><b>1.</b> Although the UK does not have a specific team for this, every department in the Home Office is dedicated to innovation and developing better ways of working.</p> <p><b>2.</b> N/A</p>
	<p><b>Norway</b></p>	<p>Yes</p>	<p><b>1.</b> UDI has in fact used service design (tjenestedesign) as a method in several projects these past years and we have also conducted surveys of our users in different projects. UDI does not have a separate team that works solely with design but rather takes advantage of expertise within our organization depending on what is needed in a given project. The unit for Strategy and Development (SUE) provides coordination and advice regarding testing of users as well as for service design projects and we have been responsible for several projects within our organization these past years.</p> <p><b>2.</b> a) N/A b) Henriette Vigtel Senior Advisor Division for Analysis and Development Norwegian Directorate of Immigration +47 917 284 48 hvi@udi.no Ms. Vigtel led a design project last year that published a report in Norwegian: <a href="https://www.udi.no/aktuelt/sluttrapport-fra-prosjektet-for-en-brukerrettet-familieinnvandringsprosess/">https://www.udi.no/aktuelt/sluttrapport-fra-prosjektet-for-en-brukerrettet-familieinnvandringsprosess/</a></p>