

# **The City of Trnava: Migrant Integration Strategy 2025 - 2035**

2025 - 2035



ConneCTT – Support Centre for Foreigners  
Department of Social Affairs  
The City of Trnava  
Hlavná 1, Trnava

2025

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# Foreword

The City of Trnava today faces both a challenge and an opportunity that will fundamentally shape its future development. Our city is now home to more than 12,000 foreign nationals – people who have chosen to build their lives in Trnava, contributing their skills, experience, and cultural richness to our shared community. This phenomenon is a natural feature of the modern world, and we recognise that now is the time to respond with agility, responsibility, and a clear vision.

The City of Trnava: Migrant Integration Strategy 2025–2035 is not a document conceived in isolation. It is the result of an open dialogue involving migrants themselves, with over one hundred sharing their experiences, views, and needs. Equally vital was the input from more than forty Trnava-based experts, whose knowledge helped to shape a realistic, functional, and human-centric framework. We extend our sincere gratitude to all who contributed.

Our ambition is for this strategy to be more than just a set of measures; we intend for it to become a tool for effective cooperation, building mutual trust, and fostering harmonious coexistence between long-standing residents and new arrivals. It is a process that allows us to ensure the situation is well-managed, while also creating space for growth and mutual enrichment.

This strategy is not an end in itself. It is the beginning of a journey on which we will work together to build a modern, open, and cohesive Trnava – a city where all its inhabitants feel at home and can contribute to the common good.

Marcela Sedláková  
Director of the Department of Social Affairs  
Trnava City Hall

# STRATEGY DEVELOPMENT PROCESS

The entire strategy development process is underpinned by a mapping of the baseline situation in the city and an assessment of the needs, attitudes, and trends within migrant communities. In addition to enhancing the relevance of the strategic document, the objective was to promote awareness and participation among these communities, as well as to strengthen the city's coordinating role. The strategy was developed over a period of 13 months.

## *Phase 1: Situational Analysis*

The foundation for this phase was an analysis conducted by the **Centre for the Research of Ethnicity and Culture (CVEK)**. The Centre gathered all available data, analysed the city's existing strategies, and carried out 16 semi-structured interviews with organisations and institutions in Trnava. The output was **an internal background document for the development of the Migrant Integration Strategy in the City of Trnava**.

## *Phase 2: Needs Assessment*

As part of the assessment, we organised a total of 18 focus groups. In this phase, we were advised by the **Working Group for the Development of the Migrant Integration Strategy**, which comprised five migrants from Mongolia, Ukraine, Turkey, and Greece. Over the course of four meetings, we defined the target groups and strategic areas, as well as the script and questions for the focus groups in collaboration with NIVAM (National Institute for Education and Youth, Ministry of Education of the Slovak Republic) and a cultural mediator, we conducted focus groups with school pupils and students, families, and migrant workers.

## *Phase 3: Co-design of Measures*

In this phase, we organised a multi-expert workshop, **Designing Measures for the Migrant Integration Strategy in the City of Trnava**, and held consultative meetings with several municipal stakeholders (Zaži v Trnave, GenT, and Učiaca sa Trnava). A specially created Workbook, containing the outputs from both preceding phases and proposed measures, served as the background material for these meetings. In rotating working groups, **25 experts from Trnava provided feedback and proposed new measures**. Subsequently, the draft strategy was made available for comments to the experts and to the working group composed of migrants.

# 1. SITUATIONAL ANALYSIS

Trnava is a city where history intertwines with modern development. Its preserved city walls, narrow streets, and numerous churches, together with its municipal traditions and cultural events, form an important part of the city's identity.

In addition to its historical heritage, Trnava is also a significant economic centre. The automotive, mechanical engineering, electrical engineering, glass, furniture, and food industries make the city one of Slovakia's most important industrial hubs. Major employers, along with the surrounding industrial parks, create a wide spectrum of job opportunities. Trnava is also a university centre. It is home to Trnava University in Trnava, the University of Ss. Cyril and Methodius in Trnava, and the Faculty of Materials Science and Technology of the Slovak University of Technology in Bratislava, which is based in Trnava. Every year, the universities attract thousands of students to the city from various regions of Slovakia and from abroad. Trnava also subscribes to the principles of lifelong learning and is part of the UNESCO Global Network of Learning Cities.

The cultural and creative scene and civil society are among the city's strong pillars. The city is home to cultural centres, non-profit organisations, and community organisations that offer a wide array of artistic, social, and educational activities. The city also pays close attention to young people. The municipal youth organisation, youth clubs, and community spaces offer a place for skills development and non-formal education. The Trnava Youth Parliament is an advisory and initiative-focused body to the Trnava City Council and the Mayor, ensuring closer contact between young people and the bodies of local government.

Trnava has a compact structure. It actively builds infrastructure for sustainable transport—promoting pedestrian and cyclist mobility, expanding the network of cycle paths with connections to surrounding municipalities. Likewise, it is responding to climate change by implementing ecological and water-retention measures in the area to support sustainable urbanism, by expanding green spaces and building recreational zones. At the same time, it supports the development of culture and the creative industry, and of leisure activities, and implements measures aimed at fostering a healthy lifestyle among residents and a positive attitude towards physical activity. The relationship between the city and its citizens is supported by clear communication and high-quality services.

Trnava is a city where history, a stable economy, universities, culture, and active people come together. It has the potential to be a Central European centre for the knowledge economy, science and research, high-quality culture, and sport. It is developing dynamically, yet at the same time, it retains its unique character and offers good living conditions for all its inhabitants.

## ***Alignment with Strategic Documents***

Migrant Integration Strategy aligns with existing strategic frameworks at both the local and national levels:

- **The Trnava City Development Programme (2025)** represents the fundamental strategic framework for the city's current and future development. The creation of the migrant integration strategy is primarily aligned with Strategic Area 3, "Security and Stability," under Strategic Objective 3.1, "Strengthening Security and Social Stability."
- **The Community Plan for Social Services of the City of Trnava (2020/2025)**, from the perspective of social services planning, does not define migrants as a distinct target group. Instead, it considers challenges related to migrants as an inherent part of other target groups.
- **The National Strategy of the Slovak Republic for Asylum and Migration Management (2025)** establishes the direction of the Slovak Republic in the fields of asylum and migration. It also underscores the importance of migrant integration, with an emphasis on the role of local governments in ensuring the conditions for their inclusion.
- **The Recovery and Resilience Plan for the Slovak Republic, Component 10 (2022)** focuses on supporting highly qualified workers and international students. Retaining and attracting foreign talent represents significant potential in the context of the city's development.

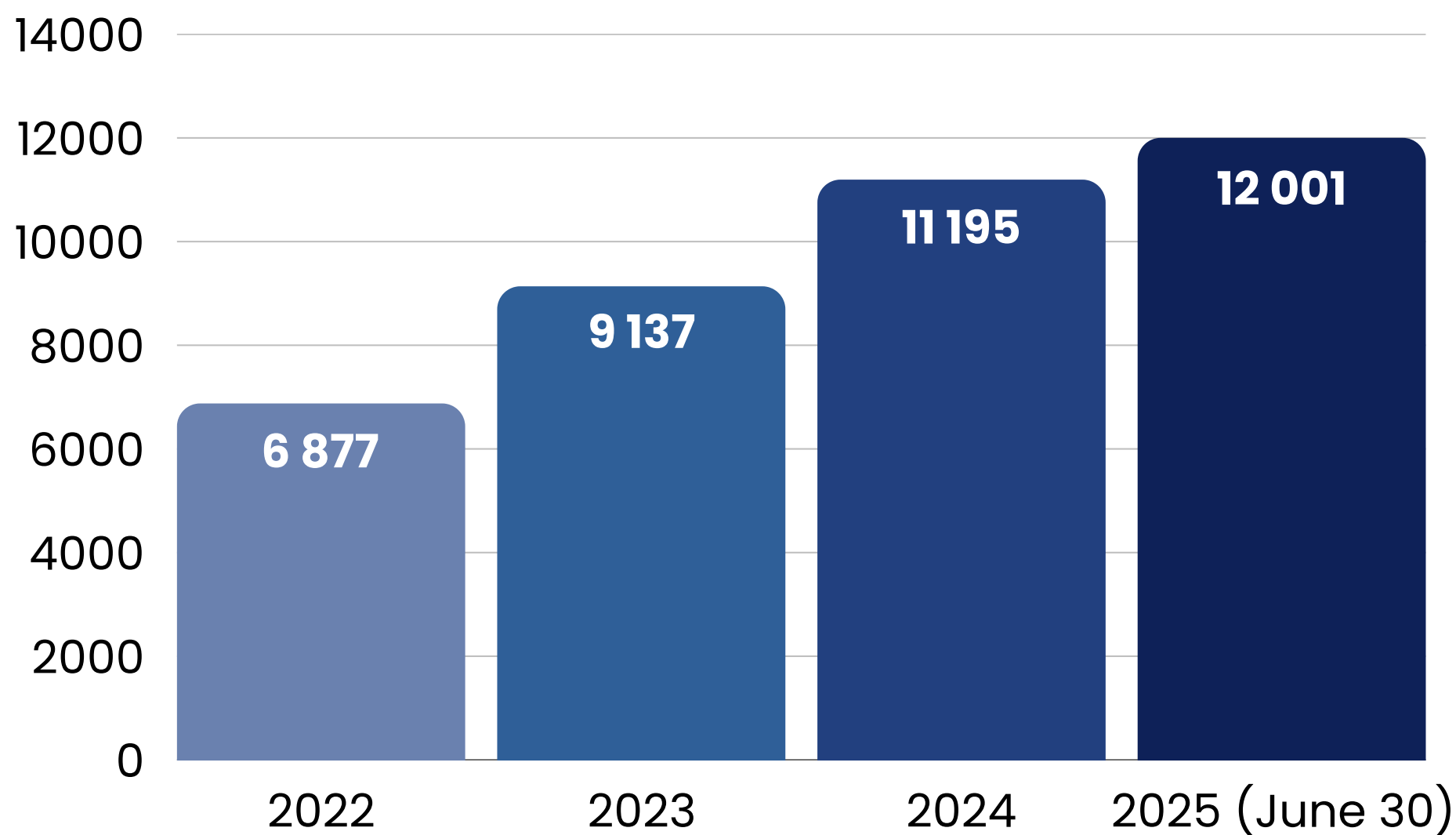
## ***Institutions and Organisations Active in Migrant Integration in Trnava***

Several specialised organisations are active in Trnava in the field of migrant support and integration, providing a range of services from social and legal counselling to community activities and Slovak language courses. The most significant organisations include:

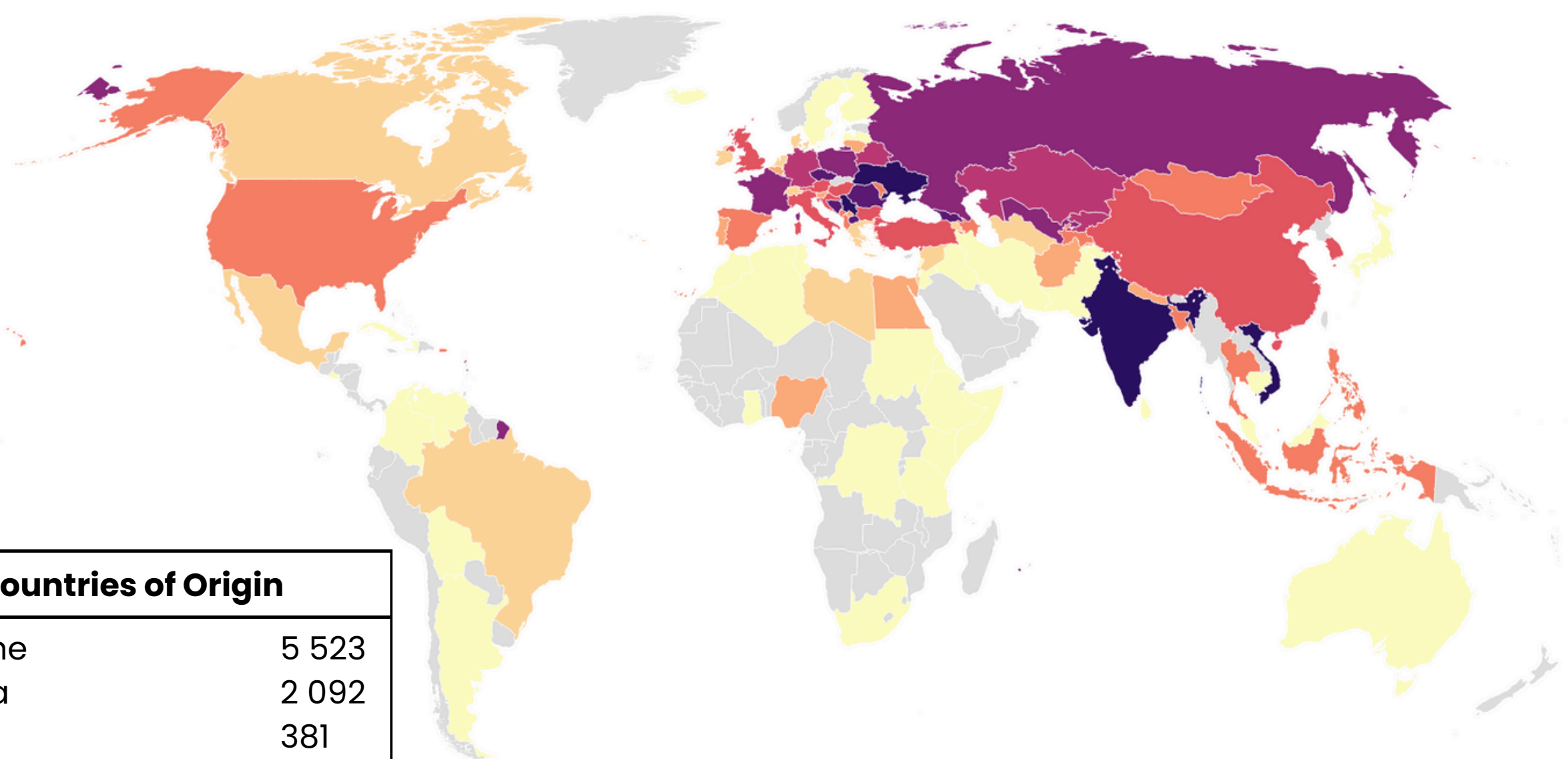
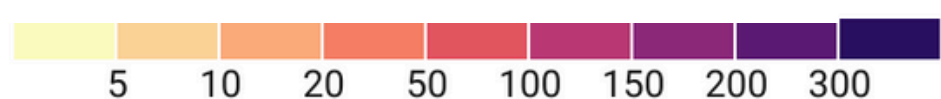
- **The ConnecTT Support Centre for Foreigners** – Department of Social Affairs, Office for the Support of People with a Migrant Background
- **Support Centre – Integration Centre** of the Trnava Archdiocesan Charity
- **The Opora Integration Centre** of the Centre for Family Assistance.

# Data Overview

## TRENDS IN THE MIGRANT POPULATION IN TRNAVA



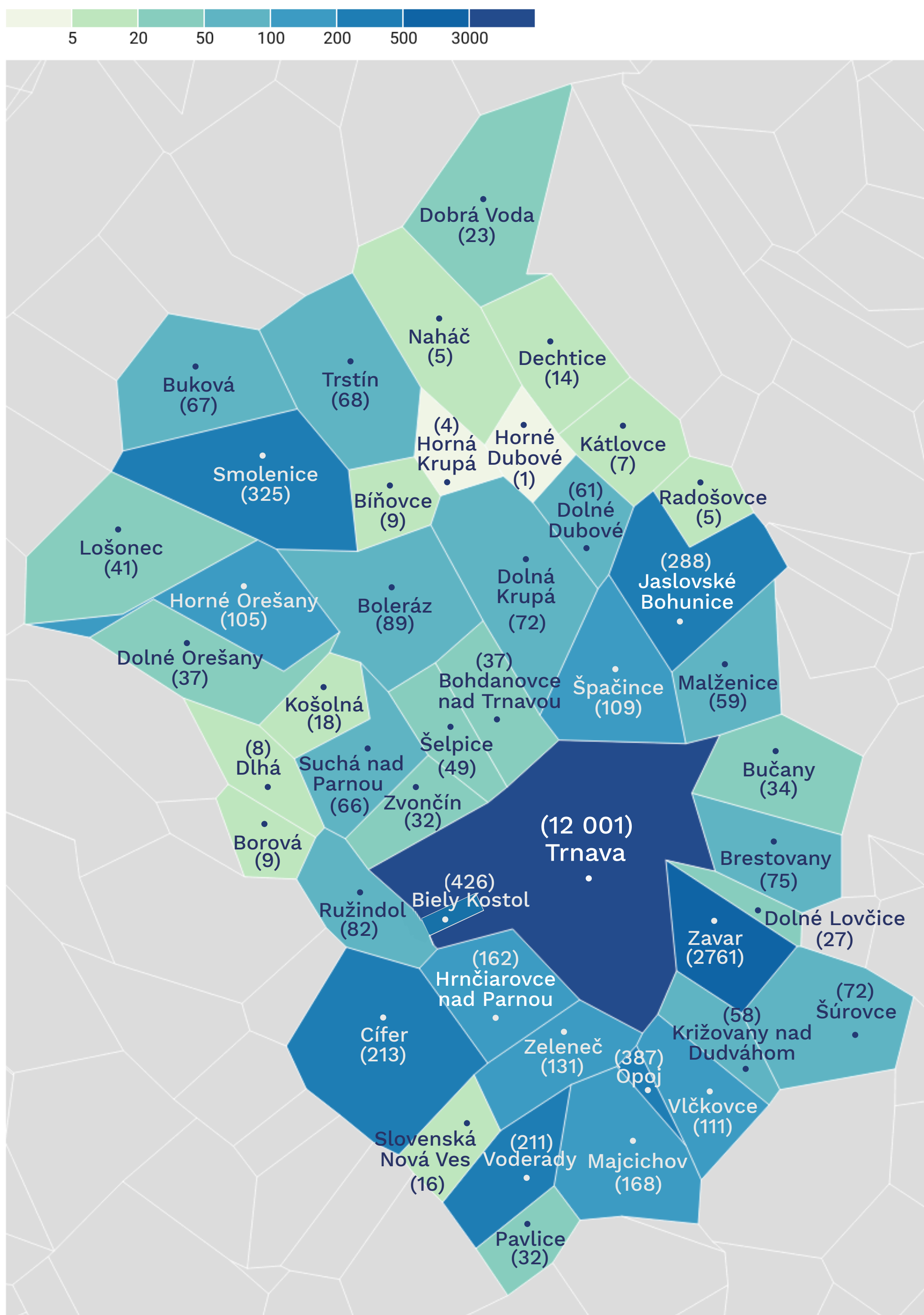
## COUNTRIES OF ORIGIN OF THE MIGRANT POPULATION IN TRNAVA



Top Countries of Origin	
Ukraine	5 523
Serbia	2 092
India	381
Vietnam	318
North Macedonia	290
Georgia	254
Romania	219
Czech republic	219
Bosnia a Herzegovina	209
Uzbekistan	193

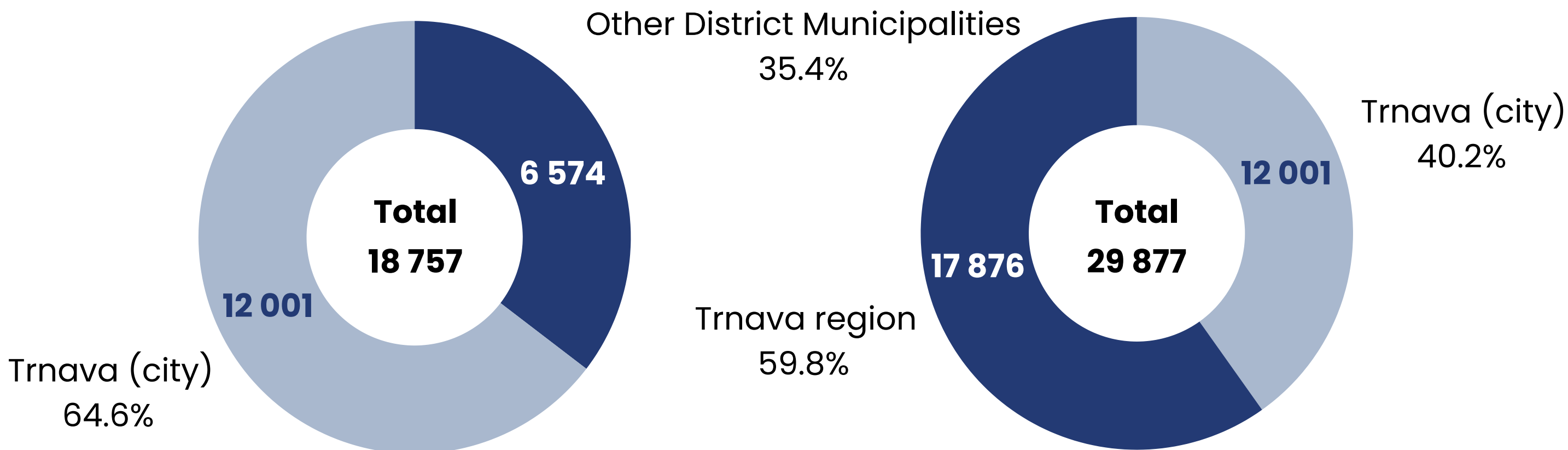
# Data Overview

DISTRIBUTION OF THE MIGRANT POPULATION BY MUNICIPALITY IN THE TRNAVA DISTRICT

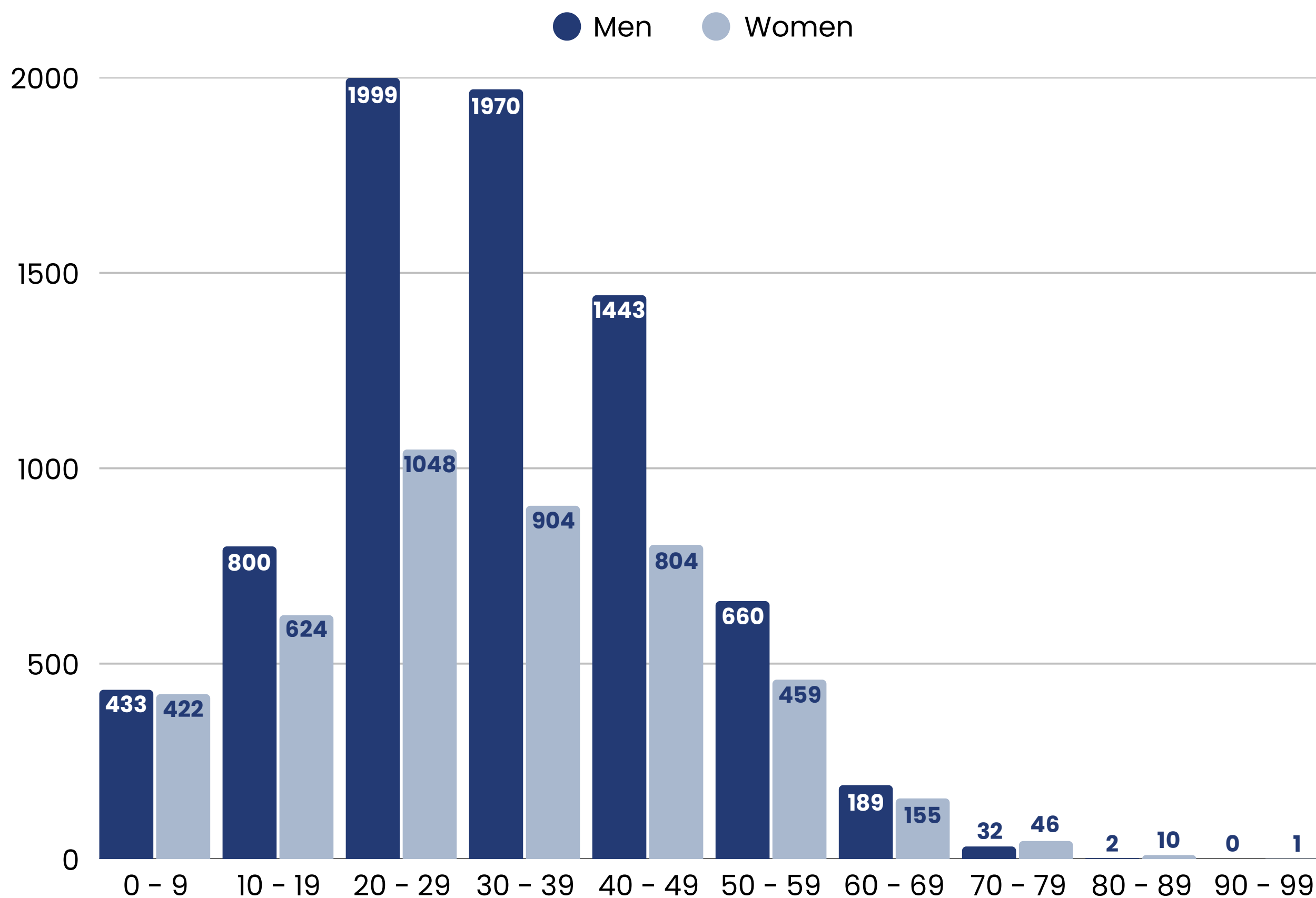


# Data Overview

## PROPORTION OF THE MIGRANT POPULATION IN THE TRNAVA DISTRICT AND THE TRNAVA REGION

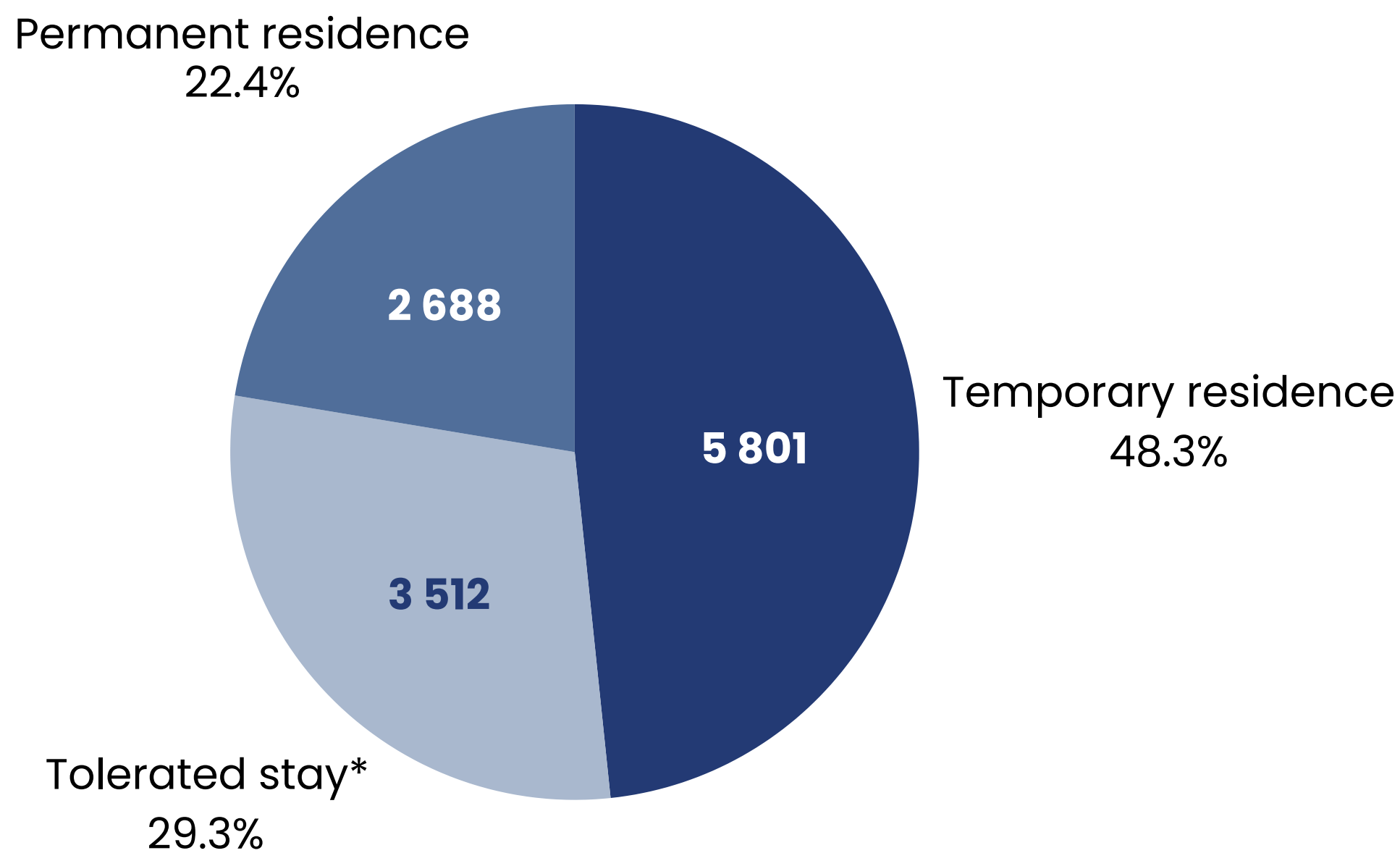


## MIGRANT POPULATION BY AGE AND GENDER IN THE CITY OF TRNAVA AS OF JUNE 30, 2025:



# Data Overview

## MIGRANT POPULATION BY RESIDENCE TYPE IN THE CITY OF TRNAVA AS OF JUNE 30, 2025:



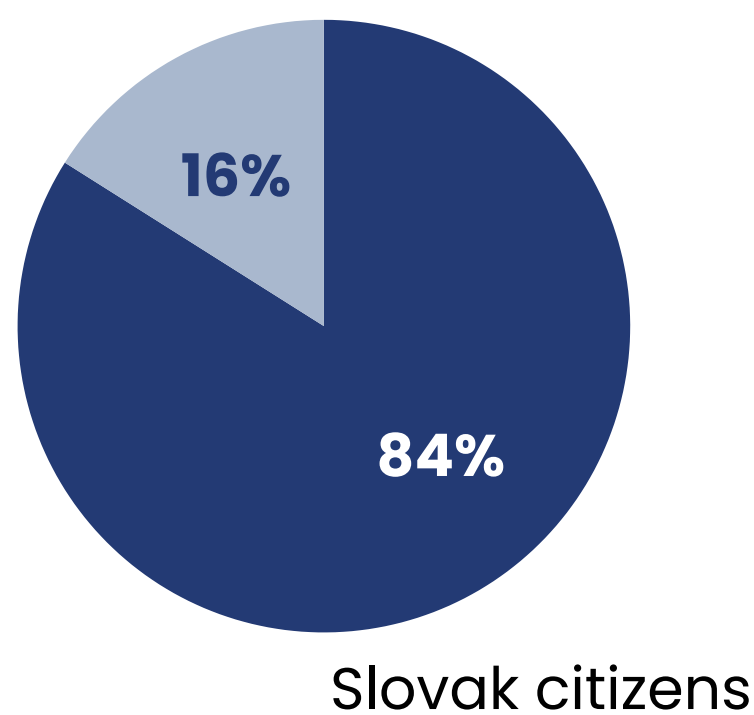
\*including temporary protection



**Women and children account for 88% of all persons with temporary protection in Trnava.**

## RATIO OF THE MIGRANT POPULATION TO THE NUMBER OF SLOVAK CITIZENS LIVING IN THE CITY OF TRNAVA:

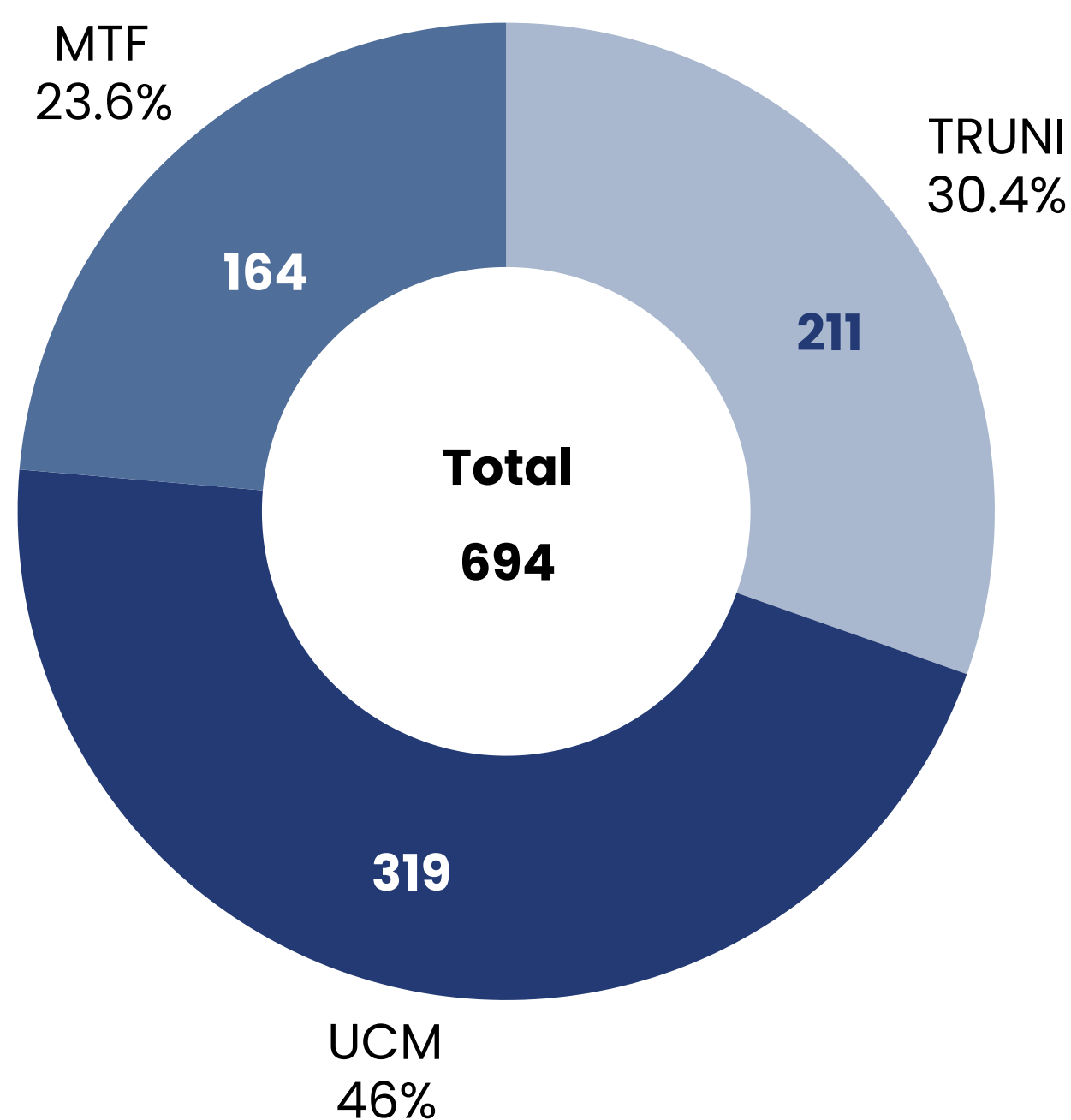
Migrants



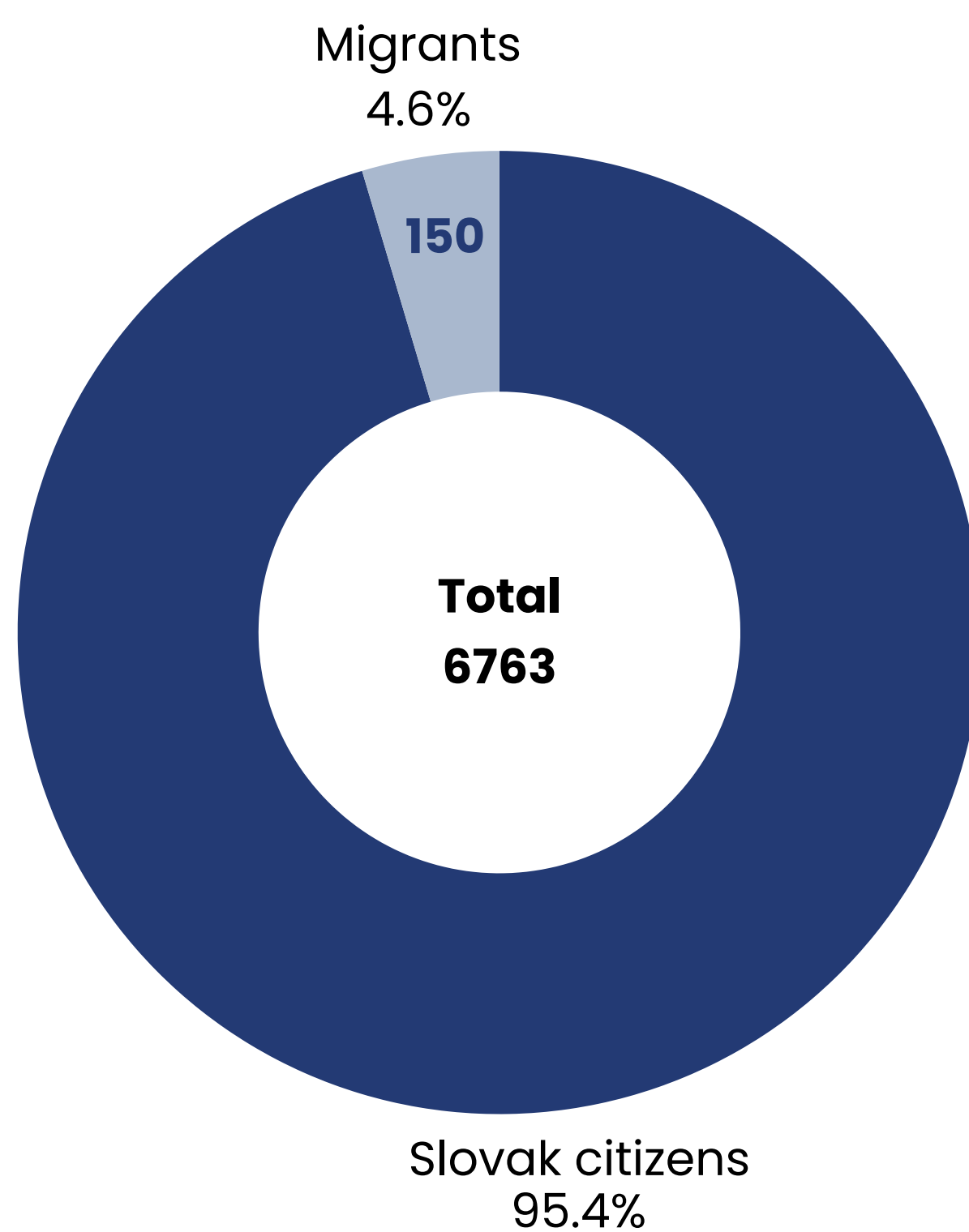
**Nearly *one in six* residents of the city is a migrant.**

## Data Overview

NUMBER OF INTERNATIONAL STUDENTS AT UNIVERSITIES IN TRNAVA FOR THE 2024/2025 ACADEMIC YEAR AS OF OCTOBER 31, 2024:

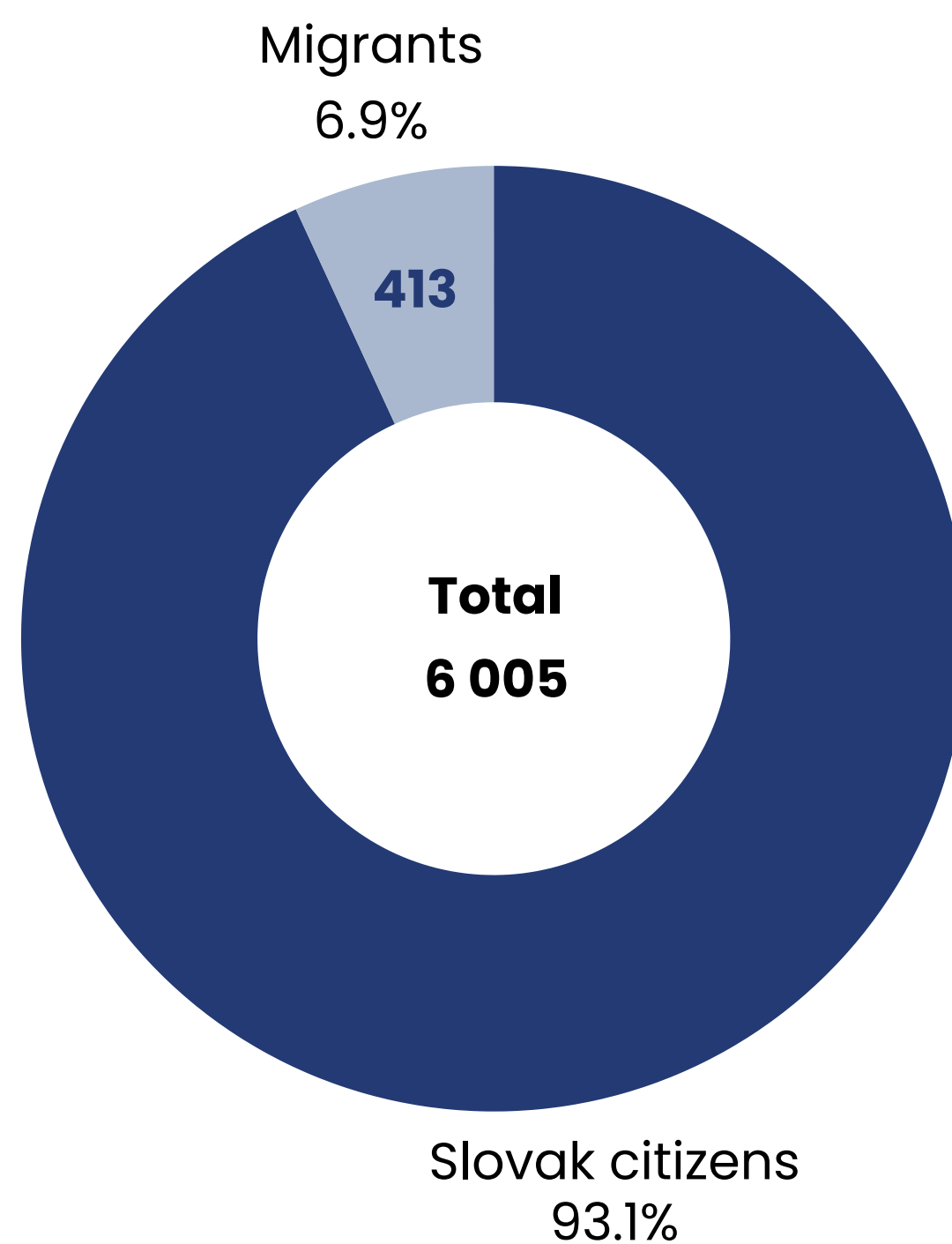


NUMBER OF MIGRANT STUDENTS AT SECONDARY SCHOOLS IN TRNAVA FOR THE 2025/2026 SCHOOL YEAR AS OF SEPTEMBER 15, 2025:

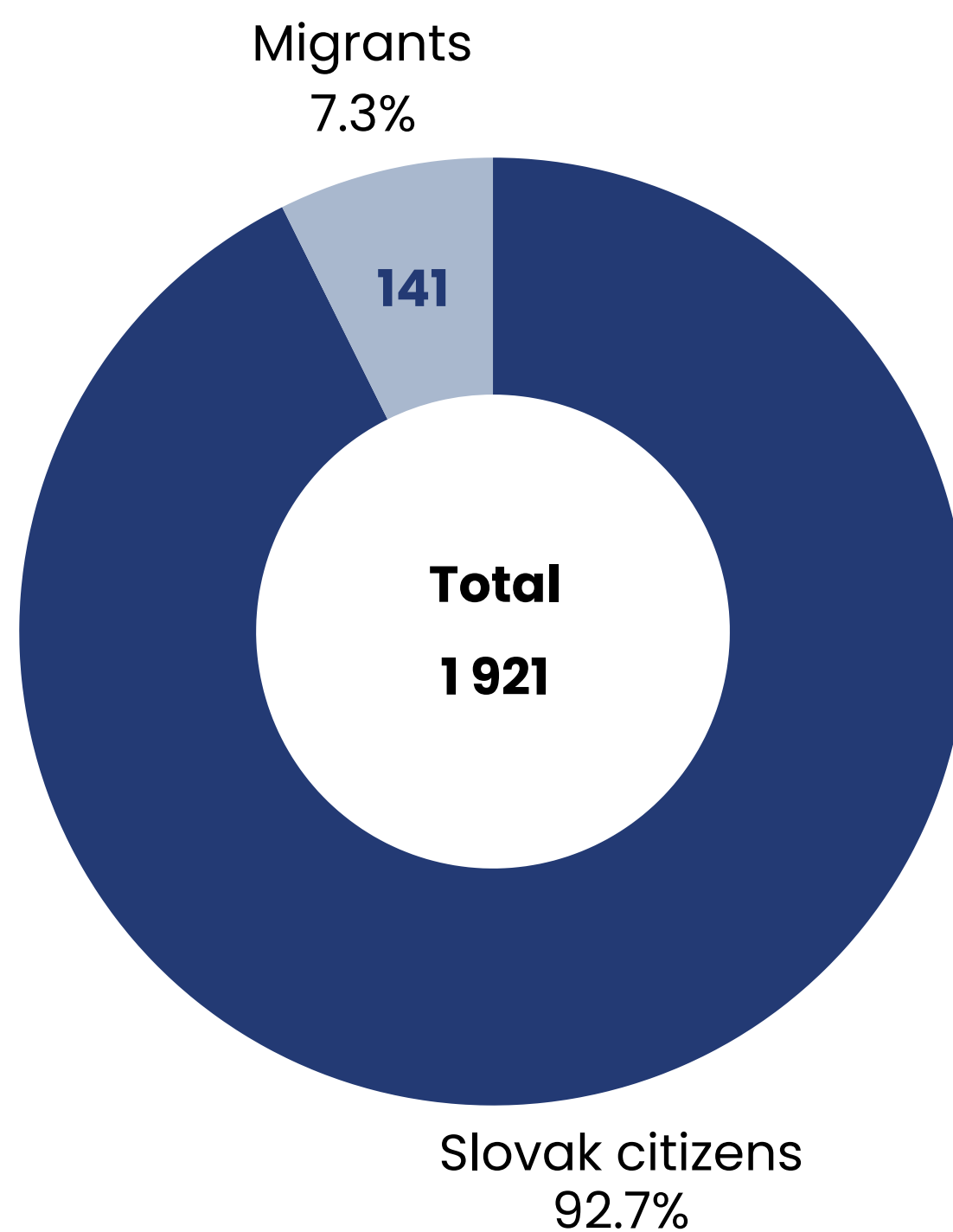


## Data Overview

NUMBER OF MIGRANT PUPILS AT PRIMARY SCHOOLS IN TRNAVA FOR THE 2025/2026 SCHOOL YEAR AS OF SEPTEMBER 15, 2025:



NUMBER OF MIGRANT PUPILS AT MUNICIPAL KINDERGARTENS IN TRNAVA FOR THE 2025/2026 SCHOOL YEAR AS OF SEPTEMBER 15, 2025:



## 2. BASELINE SITUATION OF THE TARGET GROUPS

The strategy is focused on three primary target groups of migrants identified in Trnava: **youth, families, and migrant workers**. The strategy addresses each target group through five thematic areas of integration, within which the city has the competence and capacity to exert an active influence:

- **Social Affairs, Culture, and Leisure**
- **Education**
- **Relationship with the City and Access to Information**
- **Participation and Volunteering**
- **Institutional Support and Services**

The baseline situation described is informed by an assessment of the needs, attitudes, and trends conducted with 98 migrants. In its development, our aim was to describe the current situation as accurately as possible, including the specific challenges involved.

### 2.1. Common Trends

The experiences of focus group participants across all target groups are centered on five main common trends that provide an initial outline of the basic framework for migrant integration in Trnava.

#### *Trnava as a quiet, peaceful, and safe city*

Most participants come from significantly larger cities. They consistently perceive Trnava as a quiet, peaceful, and safe city. They rate their overall feeling of safety positively, although some have also encountered verbal attacks. However, among young people—especially secondary school and university students—this "quietness" creates the impression that little of interest is happening in the city and that the range of leisure activities or opportunities for professional development is limited.

#### *Poor Access to Information*

One of the most significant findings is that information about events in the city is hardly reaching the participants. They do not actively follow official city channels—none of the participants were familiar with *Novinky z radnice* (the city's free monthly newsletter, published in both print and electronic versions), and only two pupils were aware of the city's Instagram profile. They typically learn about opportunities,

such as discounted parking permits by chance—for example, from colleagues. Most of the young participants had not heard of Trnava's youth clubs. Their main source of information about life in the city is informal social media groups (especially on Telegram). Official information rarely reaches them; when it does, it is often not understandable, and it is typically not communicated through the channels they regularly use.

### ***Language Proficiency***

The language barrier is the most significant cited obstacle to integration. When asked about the one thing that would improve their lives in Trnava, almost all participants cited language education. One migrant worker directly described the language barrier as "the top problem." Although Slovak language courses exist, their availability is limited. Pupils in schools perceive the existing courses as ineffective, as they mix together pupils with different levels of Slovak language proficiency.

### ***Living in 'Bubbles'***

Participants live in isolation from the local community. The finding that not one of the university student participants has a close friendship with a Slovak is alarming. Similarly, migrant workers have friends primarily among their colleagues from abroad. Stepping out of the social 'bubble' is also complicated by the daily routine for many families and workers, which is limited to a closed cycle of work, shopping, and home. This phenomenon is not as pronounced among young people, who socialize well at school. Outside of school, however, they mostly meet with compatriots.

### ***Mutual Unpreparedness for Integration***

A phenomenon that cuts across all the aforementioned trends is the mutual unpreparedness of both migrants and the host society—including institutions—to function together. Migrants often arrive in a new environment without socio-cultural and language preparation and lack an orientation to local institutions. On the other hand, the host society demonstrates a lack of a proactive approach; although participants did not perceive an explicitly negative attitude, they did perceive an absence of support. This mutual dynamic gives rise to negative experiences, which in turn reinforce the social isolation of migrants from the host community.

## 2.2. Children and Youth

### *Social Affairs, Leisure, and Culture*

In the school environment, young people form friendships with their Slovak classmates and do not feel excluded. This phenomenon, however, is significantly weaker outside of school, where **they predominantly form friendships only with their compatriots.**

A specific challenge relates to some children from primary schools who arrived from Ukraine as a consequence of the war. Many of them carry burdensome experiences and often feel that their peers "are still children," whereas they have already had to face serious life issues. Primary school children typically spend their leisure time in a few recurring locations around the city, most often in Ružový Park, at the shopping centre, in the Lokomotíva sports complex, or on the grounds of the primary school on Spartakovská Street.

The leisure time of university students is largely tied to the dormitory environment. Most students spend their time in their rooms. Time spent outside the dormitory tends to be exceptional; only a few stated that they occasionally visit parks or cafés in the city centre. They attend city events rather randomly, when they happen to come across them. Several students mentioned that they enjoy such events and would welcome the opportunity to attend them more often. However, a lack of **information remains a problem**; students often do not know what is currently happening in Trnava.

In general, young people spend most of their free time in the online environment, where they primarily consume content in the language of their home country or in English, and thus remain part of a digital culture that is more familiar to them than the reality in Slovakia.

### *Education*

Compared to the education system in their home countries, pupils at primary and secondary schools perceive their studies here as easier. Despite the general availability of Slovak language courses in primary schools, pupils point to several limitations of the current setup. Most children perceived the courses as too general and poorly adapted to their individual language needs. According to secondary school students, the language support is insufficient, which negatively affects their success in the Slovak language school-leaving examination (maturita).

As a rule, international students in Slovakia enroll in universities with a very limited knowledge of the Slovak language, despite the fact that their studies are conducted primarily in Slovak. The system of intermediary agencies allows for quick entry into the academic environment, but it also means that the students themselves are often

left without support. The students explicitly expressed the need for an adaptation programme to be introduced upon enrollment, which would give them the opportunity to orient themselves to the options for getting involved in both academic and extracurricular life and to receive language support. Some point to negative experiences with student affairs offices when choosing a university, mentioning an insensitive approach and prejudice. The changing legislation regarding residency, study, and employment causes significant uncertainty. Many have no idea what awaits them after graduation, nor how to navigate life outside the academic environment, where to find help, how to get involved in the community, and what their rights and obligations are. This informational uncertainty makes it difficult for them to plan their future in Slovakia.

### ***Access to Information and Relationship with the City***

Young people perceive Trnava as a peaceful and safe city where they live well. Despite this, their contact with the city remains largely superficial and weakly anchored. At the same time, secondary and university students describe the city as being too peaceful; statements in the interviews suggested that Trnava is "boring" and lacks sufficient entertainment options.

Young people are not familiar with well-known locations and attractions in the city; they lack a basic orientation of what the city is about and what activities it offers. The situation is more complex for university students—they have not built a broader support network, nor do they have family members present in the city, which significantly limits their opportunities to put down roots. Community life and contact with the local environment are distant or invisible to them.

Young migrants do not take an interest in events in Trnava or in Slovakia; information about the city does not reach them. The city lacks a method of communication that would be accessible and understandable to them—one that would convey what makes Trnava stand out, what values it represents, and what it can offer them. Existing informational outputs often do not take into account the perspective of children with a migrant background, lacking language accessibility or a generationally relevant presentation style.

In interviews with primary school pupils, a sense of separation from home was present. Several of them stated that they "miss a piece of home," thereby expressing a need for something familiar. One pupil, for example, suggested that a corner with Ukrainian books and comics would help him. These suggestions point to the need for symbolic spaces that would help pupils feel more at home in Trnava. Their absence deepens isolation and weakens their sense of belonging in the new environment.

A large proportion of students perceive Trnava as a transitional stop. Many assume

that after completing their studies, they will move to another city, most often Bratislava, or leave Slovakia for Western Europe. Others are not yet clear on whether they plan to stay in Trnava or in Slovakia. Their decision-making is significantly influenced by uncertainties regarding their residency status, job opportunities after graduation, and overall life stability.

### ***Participation and Volunteering***

Primary school pupils are often unfamiliar with the concept of participation or the existence of school parliaments and other ways to express their opinions. They lack not only sufficient information but also positive role models for active engagement.

Secondary and university students have limited information about opportunities to get involved in public life or volunteering activities in Trnava. They are interested in volunteering, especially if it is linked to specific activities, such as helping animals or refugees, but they are generally unaware of such opportunities. Nevertheless, positive experiences emerged in the groups, indicating that with appropriate support and availability, participation and volunteering could strengthen their ties to the local environment. Activities would be attractive to them, especially if they were directly linked to their interests or provided them with a meaningful role in the community.

## **2.3. Families**

### ***Social Affairs, Leisure, and Culture***

A significant phenomenon in the interpersonal and daily lives of migrants is a feeling of insufficient rootedness and social isolation from the local community. The daily life of many families unfolds in a closed cycle of **work-shopping-home**. Often, neither the energy nor the time remains for leisure activities, particularly among vulnerable groups from single-parent households. Social ties are formed predominantly within their own communities, but even this is not a given, considering the cultural specifics and the fragmentation of relationships in the societies of their countries of origin.

A sense of home is strongly linked to stability and self-realisation. For some, the key condition is acquiring their own property; for others, it is primarily finding adequate work that corresponds to their qualifications. The experience of safety is varied. While some families perceive Trnava as a very safe city, others have experienced verbal attacks and prejudice. Single parents from Ukraine confirm that they feel safe in Trnava, but at the same time, they perceive an increase in tension and hate speech in the online space. In conjunction with their uncertain position in society, this creates a greater fear of possible aggressive reactions in public and leads them to try "not to draw too much attention to themselves."

In the religious sphere, while migrants appreciate, for example, masses held in Ukrainian, they would welcome greater recognition of their cultural and religious holidays. Similarly, interest in more culturally diverse events that would allow them to present their own culture was repeatedly expressed.

### ***Education***

In the area of children's education, families' experiences are predominantly positive. School enrolment proceeded without complications in most cases, and parents appreciate the helpfulness and support from schools. However, several families lack access to pre-primary education due to capacity constraints. There have also been cases of bullying that were so severe they led to a change of school or a temporary switch to distance learning.

While the education of children and youth is perceived as sufficient, there are significant gaps in the area of adult education. Families feel an acute need not only for continuous and sequential Slovak language courses but also for requalification courses.

For single mothers facing psychological strain, support groups, psychological counselling, or "women's clubs" where they could receive mental health support would also be beneficial. A barrier to the development of children of single parents is finances. Parents admit that in Slovakia, they cannot afford paid clubs, educational courses, and leisure activities, leaving their children's potential unfulfilled.

### ***Access to Information and Relationship with the City***

Families' relationship with the city remains ambivalent. While they perceive Trnava as a comfortable place to live, their connection to what is happening in the city is weak. They do not actively follow local media or the city's official information channels; their main source of information is community groups on social media (especially Telegram). In these groups, they place their trust in the regular contributors. As a result, they often find out about city events by chance, late, or not at all. In the interviews, there was a repeated request for a centralised and easily accessible overview of events, ideally made available through the channels they already regularly use.

In most cases, children adapt more quickly, while parents find it harder to identify with the city. Since their future in the city is closely linked to their children's future and the creation of a stable environment, they are weighing the decision of whether to stay in Trnava permanently, and for many, it remains an open question.

## ***Participation and Volunteering***

Although the level of participation in city life is rather occasional, families show a willingness to get involved, especially in the cultural sphere. They would be happy to participate in and help organise events that would present their traditions and folklore. A barrier is not only the lack of opportunities but also the fear of a negative reaction from local residents, who might be "tired of Ukrainians."

Among single parents, there is a strong motivation to get involved in community activities, such as volunteering to clean public spaces, with the aim of being useful and actively changing the negative image of Ukrainians in the eyes of the Slovak public. They want to show that they work, pay taxes, and contribute to society, thereby combating prejudice.

## ***Institutional Support and Services***

The orientation of adult migrants within the system of public institutions is very limited and is generally restricted to the offices with which they have had personal experience. They lack an overview of the responsibilities of individual offices and the services provided by the city and the state.

Informational ambiguity is a significant problem; they receive unclear guidance from officials and only learn about advantageous services, such as discounted parking permits or signature verification at the municipal office, by chance from acquaintances. Families would therefore welcome clear informational material—a brochure or a checklist on the city's website—that would help them better navigate the system.

## **2.4. Migrant Workers**

### ***Social Affairs, Leisure, and Culture***

The communities of migrant workers in Trnava are characterized by significant social isolation and a weak connection to local affairs. Their sources of information consist primarily of media from their home countries and international news. Social ties are developed almost exclusively within migrant communities, while friendships with Slovaks are exceptional and are largely confined to the work environment. This apparent lack of interest in the environment in which they live, however, does not stem from apathy, but from initial negative experiences that create barriers on both sides.

The daily rhythm of migrant workers is often confined to the triangle of work–shopping–accommodation. They rarely spend their free time actively, which is

primarily due to shift work and frequent overtime. Among the few leisure venues they visit are cinemas and, in particular, shopping centres, which provide them with a sense of comfort due to the anonymity and the presence of people from various countries. This pattern of behaviour is also consistent with their interest in greater cultural diversity in the city, which would enable them to meet people from similar social backgrounds and lead a more fulfilling community life.

When it comes to expressing their own culture and religion, migrants feel several constraints. They lack societal recognition of their holidays and traditions, as well as suitable spaces for practicing them.

### ***Education***

The language barrier is evident in most areas of daily life. It is particularly pronounced when interacting with public institutions, where communication in English is often limited or completely absent. However, migrants themselves are aware that proficiency in the Slovak language is essential for their integration, as it contributes to a more positive perception by the residents of Trnava, facilitates communication with authorities, and supports the building of relationships.

### ***Access to Information and Relationship with the City***

The relationship of migrant workers with Trnava is weak and indistinct. Most of them do not actively follow city events and tend to acquire information by chance. They would therefore welcome more systematic information in English, whether through online channels or better navigation within the city.

Active participation in civic life is virtually non-existent; however, this does not indicate a lack of interest. On the contrary, several migrants expressed a desire to be more involved, to participate in multicultural events, and to actively present their own culture.

### ***Institutional Support and Services***

The orientation of migrant workers within the Slovak public administration system is poor. Initial administrative procedures are handled for them by their employer or an agency, and therefore their contact with public offices is minimal. A coordinator from their employer, often going beyond their official duties, becomes the sole contact person for resolving a wide range of life situations. Consequently, their knowledge of the system is often limited to the information provided by this coordinator.

They primarily draw information about their rights and obligations from community groups on social media. Experiences with officials are mixed—ranging from helpful

to unpleasant. There have also been cases of incorrectly provided information, related not only to the language barrier but also to specific residency statuses for which officials lacked clear guidelines.

## 2.5. Quotes from Focus Group Participants

*“The Slovak (classmates) act like children and are concerned with childish things. I have nothing to talk to them about.” (Primary school pupil)*

*A pupil experienced adults yelling at him: ‘Ukrainians have no business being in Trnava, they get everything for free and should go back home.’ (Primary school pupil)*

*“Trnava is a nice city, but not for young people. There aren’t many events; it’s more of a city for a quiet life.” (Secondary school pupil)*

*“I miss a piece of home here.” (Primary school pupil)*

*“Slovaks are already tired of Ukrainians. At the start of the war, there was a huge wave of empathy, but that’s gone now.” (Single parent)*

*“I want to show that I work, pay taxes, and contribute to society.” (Single parent)*

*“My daughter had unpleasant experiences at her first school—she didn’t feel good there, her classmates avoided and insulted her... This behaviour from her classmates was because she was Ukrainian.” (Participant, ‘Family’ focus group)*

*“I want to find a website or app where I can find all the cultural events in the city.” (Participant, ‘Family’ focus group)*

*“I would be happy to get involved and actively help organise a multicultural event, but one that isn’t just focused on Ukrainians, but gives different nationalities the space to present their culture. I don’t want to attract too much attention because I feel that Slovaks are already tired of the ‘Ukrainian topic’.” (Participant, ‘Family’ focus group)*

*“They didn’t want to rent me a flat because I’m from India.” (Migrant worker)*

*“It happens to me that I’m standing in a queue, but people bypass me and stand in front of me, as if they don’t see me.” (Migrant worker)*

*“They rammed into me with a shopping basket. Verbal insults and swearing, being called a ‘Chinese woman’ solely based on my Asian appearance.” (Migrant worker)*

*“At work, we had a multicultural day where colleagues from different countries could cook their traditional dishes and present their culture. I would love to get involved in a similar event if something like that were held in the city.” (Migrant worker)*

*“I feel more comfortable in a group where there are people from different cultures—then I don’t attract so much attention to myself.” (Migrant worker)*

# 3. VISION, STRATEGIC OBJECTIVES, AND MEASURES

## 3.1. Vision

Trnava is an open, safe, international, and cohesive city that considers the retention, attraction, and cultivation of foreign talent as a vital prerequisite for its continued future success. Migrants and their children become fully-fledged inhabitants. Diversity is welcomed and communicated in an inclusive and understandable manner, so that everyone knows the rules, services, and opportunities for getting involved in the life of the city.

From day one, migrants have access to multilingual information, effective language and orientation support in schools and universities, meaningful opportunities for participation and volunteering, and fair access to municipal services without unnecessary barriers. The relationship with the city is strengthened by accessible and understandable information and by the visibility of cultural diversity in culture and the public space.

Trnava has a stable and sustainable support centre for migrants, which acts as the coordinator of integration activities and the guarantor of this issue at the city level. It oversees cooperation between sectors, ensures the continuity of services, and enables the city to respond systematically to changes in the migrant population.

The integration of migrants in Trnava is perceived as a two-way, long-term process between migrants and the host society, supported by local partnerships across the state, public, non-profit, and private sectors. Active migrant and host communities are considered partners, and the city continuously adjusts its integration support based on data and their feedback, so that their integration progressively improves and everyone can fully develop their potential for the benefit of the entire urban community.

## 3.2. Strategic Objectives and the Measures to Achieve Them

### 3.2.1. Social Affairs, Leisure, and Culture

**Objective:** To reduce the social isolation of migrants and support their full involvement in the social, leisure, and cultural life of the city.

**Measures:**

***Strengthening cultural identity, intercultural connection, and leisure activities***

- Initiate and support activities that strengthen the cultural identity of migrants and promote intercultural dialogue. This includes, for example, creating cultural corners in schools, libraries, and community centres/clubs, and organising regular events such as language days, thematic multicultural evenings, or workshops focused on mutual learning about traditions and customs.
- Ensure the systematic and visible representation of cultural diversity in the city's cultural and community life, including in online communications, for example, by reflecting the holidays, traditions, and significant days of the various communities living in Trnava.
- Implement an awareness campaign aimed at the host society with the goal of dismantling prejudice, increasing awareness in the area of migration and integration, and preventing the discrimination and attacks that migrants face.
- Reduce barriers that prevent young migrants from participating in established activities and events and strengthen their participation in them.

### ***Mainstreaming of Social Services***

- Develop analyses of the availability of various social and support services, taking into account different categories of migrants.
- Identify options for revising the conditions of access to existing social services and related services (such as housing) so that at least the most vulnerable groups of migrants have access to them.

### ***3.2.2. Education***

**Objective:** To reduce the language barrier for migrants and create the conditions for the retention of foreign talent in the city.

#### **Measures:**

#### ***Availability of effective language training for all groups of migrants***

- Create flexible and sequential Slovak language courses.
- Ensure various proficiency levels and a schedule that is also accessible to people working shifts or to single-parent families.
- Ensure the courses are linked with socio-cultural orientation.
- Increase the effectiveness of language training during the orientation period for primary school pupils.
- Identify options for creating a unified language education programme in primary schools.

#### ***Development and support of activities aimed at retaining foreign talent in the city***

- Deepen cooperation with educational institutions (training, intercultural communication, sharing of statistical data).
- Introduce an orientation programme for university students that will include language training and information about the functioning of the university,

the system of study, rights and obligations, as well as practical orientation in the city, including an introduction to institutions and leisure options.

- Create an orientation map that would include information on the first steps after graduation, with an overview of employment opportunities in Trnava.
- Support orientation in the Slovak labour market by organising networking events and providing counselling.

### **3.2.3. Access to Information and Relationship with the City**

**Objective:** To ensure migrants have access to relevant information about life and events in the city so that they feel part of the urban community.

#### **Measures:**

##### ***Strengthening access to information***

- Create a dedicated city website in English and other relevant languages that will provide practical information about life in the city, public offices and services, as well as social, sports, and cultural activities. The site will also serve to support the attraction and retention of foreign talent.
- Introduce a regular email newsletter in English that will summarise the most important news and planned events in the city.
- Design a digital welcome pack for every new young migrant, which will contain practical information: a map of important places (schools, psychological support, clubs, volunteering), contacts for support organisations, an overview of public transport routes, and a basic survival dictionary.
- Add English translations to information boards and signs on municipal buildings, tourist attractions, and other relevant places in the city.

##### ***Strengthening the relationship with the city through online and offline activities and campaigns***

- Organise thematic city walks aimed at migrants living in Trnava, which will strengthen their sense of belonging to the city, available in English and other relevant languages.
- Regularly prepare competitions and challenges for primary school children, such as essay, photography, and art competitions ("Colour in Trnava"), which will support creativity and interest in the city.

### **3.2.4. Volunteering and Participation**

**Objective:** To create opportunities and motivate migrants to actively engage in participatory processes in the city and to support the development of public and community life through volunteering.

#### **Measures:**

### ***Increasing awareness of participation and volunteering***

- Deepen cooperation with the TTSK Volunteer Centre, GenT, and other organisations to improve awareness of opportunities for participation and volunteering.
- Identify ways to support the participation of young migrants in participatory processes at various levels.

### ***Development of the 'Community Connectors' volunteer programme***

- Ensure the sustainability of the platform of active migrants who have personal experience with integration and expand it to include local volunteers.
- Create a space for active migrants to become ambassadors of their culture, to actively participate in the creation of multicultural events, and to present their country and traditions to the public.
- Create opportunities for the involvement of young people and university students in volunteering, with an emphasis on their professional development during their studies.
- Establish an initiative that would connect migrants with Slovak volunteers for the purpose of informal language conversation practice, mutual cultural learning, and an introduction to social life in the city.

### ***3.2.5. Institutional Support and Services***

**Objective:** To increase the quality and sustainability of integration services through effective cooperation, data management, and the stabilisation of key support positions and resources.

#### **Measures:**

#### ***Ensuring the sustainability and development of the ConnecTT Support Centre for Foreigners***

- Identify opportunities to obtain external financial resources for the sustainable operation of the centre.
- Secure financial resources from the city budget, and allocate the personnel capacity and premises necessary for the sustainable operation of the centre in the event of a loss of external funding.
- Strengthen the coordinating role of the centre towards stakeholders active in the field of migrant integration in the city and develop the platform of cooperating stakeholders.

#### ***Creating a comprehensive mechanism for data collection and evaluation***

- Ensure capacity for coordinating the collection and evaluation of data in the field of international migration and integration in the city.
- Establish cooperation with relevant stakeholders—state institutions, municipal office departments, and other organisations—to create a comprehensive system for working with existing statistical data on the migrant population.

- Ensure the continuous assessment of needs, attitudes, and trends within migrant and host communities by using appropriate participatory methods and techniques.
- Explore the possibilities and, where appropriate, apply generative artificial intelligence tools to improve the quality and efficiency of service provision to migrants.

### **Deepening cooperation with key institutions and establishing partnerships**

- Deepen cooperation with major employers of migrants in the region for better coordination of integration activities and to jointly seek solutions to situations arising from the impact of labour migration in the city.
- Provide training focused on intercultural communication, as well as professional and language training for front-line employees.

### **Stabilising the position of Cultural Mediator**

- Identify options for the stable anchoring of the cultural mediator position within the city's organisational structure, either through a part-time agreement or a standard employment contract, and ensure its long-term funding.

## **3.3. Measures to Address the Trends**

For each trend, the following are defined: a target outcome to be achieved by 31 December 2026, proposed collaborations, parameters for the semi-annual review of milestone achievement, the baseline value, and the data source.

The implementation of activities aimed at addressing these trends is expected to be funded primarily from current external EU sources, as part of the National Project for the Integration of Third-Country Nationals, including Migrants (ESF+), as well as from the municipal budget of the City of Trnava.

### **3.3.1. A Quiet, Peaceful, and Safe City & Poor Access to Information**

<b>Activity</b>	<b>Collaboration</b>	<b>Baseline</b>	<b>Target</b>	<b>Data Source</b>
<i>Welcome to Trnava</i> website in EN / UA	Department of Communication and Public Relations	-	Website launched; 50 topics in EN / UA; min. 2,000 visits	Web analytics, editorial list of topics
Official ConnecTT Telegram channel	Department of Communication and Public Relations	144 subscribers	300 subscribers	Telegram platform metric

<b>Activity</b>	<b>Collaboration</b>	<b>Baseline</b>	<b>Target</b>	<b>Data Source</b>
Official ConnectT Instagram profile	Department of Communication and Public Relations	245 subscribers	400 subscribers	Meta platform metrics
City Newsletter for Migrants living in Trnava	Department of Communication and Public Relations	-	500 subscribers; Frequency: 12 issues/year	Platform metrics (subscriber count), publication calendar
Digital Welcome Pack for Students and Youth	Department of Communication and Public Relations, universities, primary and secondary schools, NIVAM	-	Pack created; 250 downloads	Web analytics

### **3.3.2. Language Proficiency**

<b>Activity</b>	<b>Collaboration</b>	<b>Baseline</b>	<b>Target</b>	<b>Data Source</b>
Slovak Language Courses	Language schools, major employers	152 participants	180 participants; min. 80% of participants rate the course as beneficial for daily communication	Records (lists of participants, attendance), final evaluation questionnaire
Slovak Language Courses for University Students	TRUNI, UCM, MTF STU	-	Min. 2 course cycles for international students and 35 participants during 2026	Records (lists of participants, attendance), final evaluation questionnaire
Orientation Programme for University Students	TRUNI, UCM, MTF STU	-	3 faculties launched; 50 students completed the programme; min. 80% of participants rate the orientation programme as beneficial	Records (programme registration, attendance, certificates of completion), final evaluation questionnaire

Activity	Collaboration	Baseline	Target	Data Source
Slovak Language Courses	Language schools, major employers	152 participants	180 participants; min. 80% of participants rate the course as beneficial for daily communication	Records (lists of participants, attendance), final evaluation questionnaire
Slovak Language Courses for University Students	TRUNI, UCM, MTF STU	-	Min. 2 course cycles for international students and 35 participants during 2026	Records (lists of participants, attendance), final evaluation questionnaire
Orientation Programme for University Students	TRUNI, UCM, MTF STU	-	3 faculties launched; 50 students completed the programme; min. 80% of participants rate the orientation programme as beneficial	Records (programme registration, attendance, certificates of completion), final evaluation questionnaire

### 3.3.3. Living in 'Bubbles'

Activity	Collaboration	Baseline	Target	Data Source
Community Connectors: Training and a Network of Community Ambassadors	Zaži v Trnave / GenT / Non-profit organisations	3 participants at the first meeting; 0 public events	9 trained connectors; 1 community-facilitated event	Attendance lists; event reports

### 3.3.4. Mutual Unpreparedness for Integration

Activity	Collaboration	Baseline	Target	Data Source
Data Framework for Integration	Multi-sectoral Forum on Migrant Integration	-	2 data overviews; 1 informational report	Consolidated datasets from partners

Activity	Collaboration	Baseline	Target	Data Source
Memoranda of Cooperation with Employers on Providing Socio-Cultural Orientation	Major employers	-	Min. 2 memoranda of cooperation	Signed memoranda of cooperation
Providing Socio-Cultural Orientation to Migrant Workers	Major employers	-	100 workers complete the socio-cultural orientation; min. 80% of participants rate the orientation programme as beneficial	Records (lists of participants, attendance), final participant evaluation

## 4. IMPLEMENTATION

The initial implementation steps of the strategy address the main challenges according to the identified trends. To ensure continued long-term implementation, **two-year action plans (current year "n" + 2 years)** will be created in collaboration with key stakeholders and migrant communities. The action plans will contain **specific objectives, activities, measurable indicators, responsible entities, and estimated resources**.

### 4.1. Strategy Guarantor

The ConnecTT Support Centre for Foreigners (Department for the Support of People with a Migrant Background, Social Affairs Department, Trnava City Office) acts as the guarantor for implementation, monitoring, and evaluation. It is responsible for activities such as:

- Coordinating the co-creation of two-year action plans and convening the multi-sectoral forum on migrant integration in Trnava (at least twice a year).
- Managing monitoring and evaluation, setting indicators, and preparing the annual informational report.
- Coordinating data collection with the departments of the Trnava City Office, schools, employers, and public and state institutions, and preparing data overviews.
- Coordinating communication towards migrant communities and the co-creation of multilingual communication outputs (website, newsletter, digital welcome packs).
- Developing services and programmes such as Slovak language courses, orientation programmes for university students, and the 'Community Connectors' volunteer programme.
- Developing partnerships and collaborations with employers and universities.

#### ***Success Criteria for the Guarantor***

- Milestone achievement ( $\geq 85\%$  of action steps/activities completed on schedule).
- The multi-sectoral forum on migrant integration in Trnava is convened at least twice a year; participant satisfaction with the coordination is  $\geq 90\%$  according to the feedback form.
- Semi-annual data overviews are prepared on schedule; the annual informational report is submitted to the Trnava City Council on schedule.

## 4.2. Implementation Process

### 4.2.1. Addressing the Trends

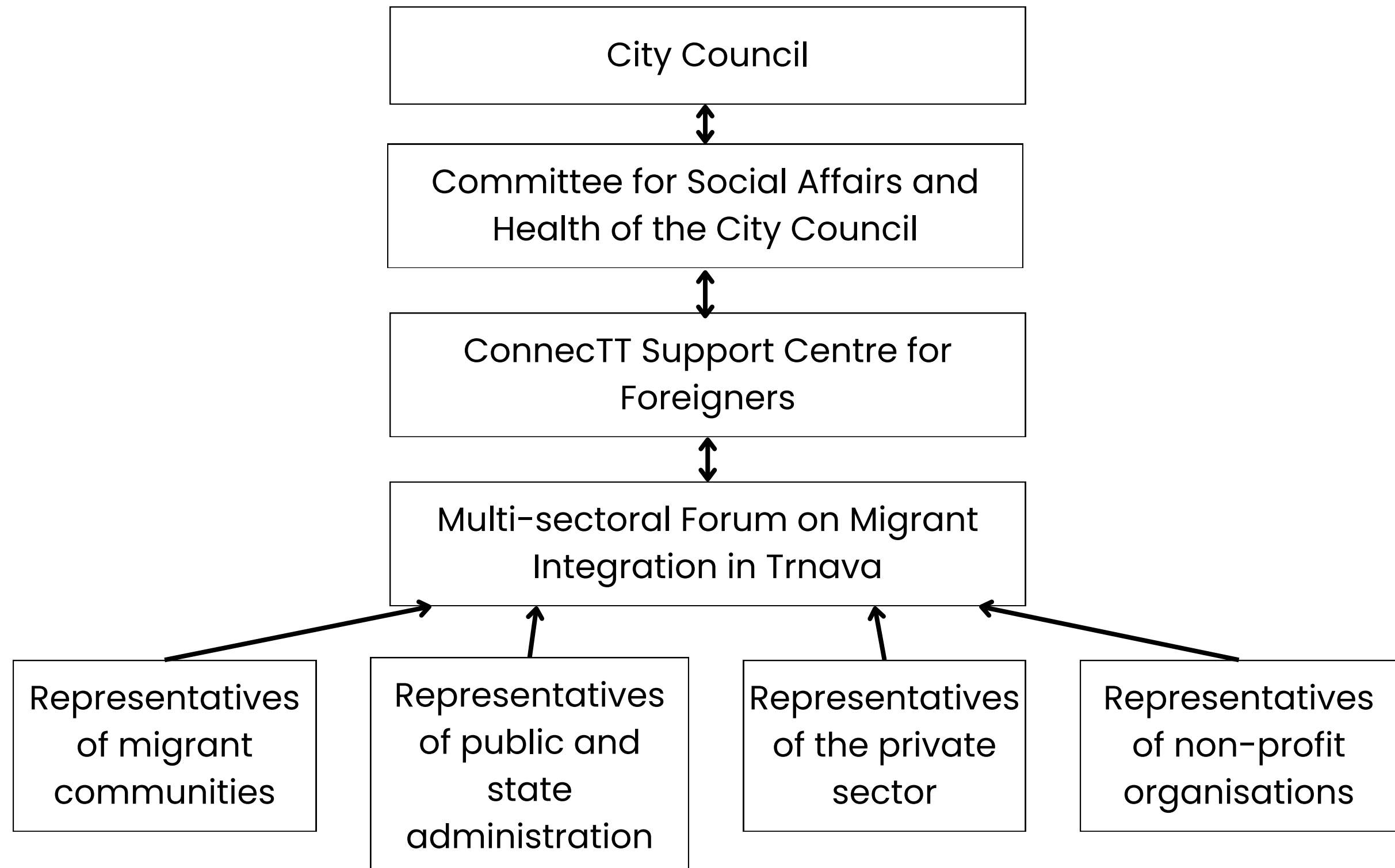
For the immediate future, the priority will be the implementation of measures aimed at addressing the identified trends. These measures will be directed towards improving migrants' language skills, access to information, community connections, and institutional preparedness.

### 4.2.2. Action Plans

Following the approval of the strategy, an action plan for the period until 31 December 2027 will be prepared in collaboration with key stakeholders. The action plan will contain, for each measure: objectives, activities, measurable indicators, responsibilities, a timeline, and resource allocation.

## 4.3. Monitoring and Evaluation

The mechanism for monitoring and evaluating the action plans is based on a multi-level structure with two-way information flow (see the diagram).



Monitoring and Evaluation of the Migrant Integration Strategy 2025–2035

1. At the broadest level, the **Multi-sectoral Forum on Migrant Integration in Trnava** brings together representatives of migrant communities, public and state administration, the private sector, and non-profit organisations, providing qualitative feedback and input from the field. The forum meets at least twice a year, and its findings are taken into account when preparing the semi-annual summary of progress, proposals for corrective measures and recommendations, as well as the annual informational report.
2. At a more focused level, the outputs are submitted to the Trnava City Council, which once a year discusses the **Informational Report on the Implementation of the Migrant Integration Strategy for 2025–2035, including a data overview of the number of migrants**.

### ***Monitoring and Evaluation Mechanism***

To enable ongoing adjustments in implementation, communication within the multi-level monitoring and evaluation structure takes place via summary reports: an annual informational report, a semi-annual data overview of indicator fulfilment complemented by decision milestones and proposed corrections.

### ***Semi-annual Overview of Indicator Fulfilment***

An overview of the implementation of the action plan/trend reversal by indicators (status/milestone, risks, resource needs) as of January 31 and July 31.

The ConnecTT Support Centre for Foreigners prepares this overview for the specified dates, submits it to the Committee for Social Affairs and Health of the Trnava City Council and to the Multi-sectoral Forum on Migrant Integration in Trnava. The output is used for the operational management of implementation and for preparing proposals for adjustments to the action plan.

### ***Semi-annual Decision Milestones and Proposals for Corrections***

A half-yearly summary of implementation, proposals for corrective measures (schedule adjustment, resource reallocation, change of priorities within the action plan), and, if needed, proposals for resolutions to the City Council as of January 31 and July 31. After discussion in the Committee for Social Affairs and Health of the Trnava City Council, recommendations are incorporated into implementation management and, if necessary, submitted to the City Council for decision.

### ***Annual Informational Report for the Trnava City Council***

The informational report for the previous calendar year is usually submitted to the City Council in the first quarter of the following year (no later than March 31).

The report includes an assessment of action plan implementation, a data overview, an evaluation of indicator fulfilment, and recommendations for the coming period.

The ConnecTT Support Centre for Foreigners prepares the informational report and submits it to the Committee for Social Affairs and Health of the Trnava City Council, after which the material is submitted to the City Council as an informational report.

### ***Framework and Levels of Evaluation***

Performance assessment is conducted in half-yearly cycles, is based on the overview of indicator fulfilment, and forms part of the informational report to the City Council.

- At the level of trend-reversal activities, evaluation is according to the measurable indicators defined in the strategy for each trend.
- At the level of activities in action plans, assessment is according to the measurable indicators defined in the action plan for each thematic area of integration.
- At the level of the ConnecTT Support Centre for Foreigners as guarantor, the areas of coordination, data, and reporting (convening the forum, managing data overviews, preparing materials for decision-making), as well as other areas according to the tasks of the guarantor, are evaluated.

## A Final Word

In developing the Trnava City: Migrant Integration Strategy, we were guided by the conviction that migrant integration is an opportunity for all of us. We believe that successful integration requires a systematic and long-term approach—one-off solutions are not enough. If we want to create a city for everyone, migrant integration must become a natural and sustainable part of Trnava's development.

We are aware that this document is just one of the next steps in supporting integration. Without clearly formulated priorities, measurable goals, and allocated resources, a strategic document can turn into a wish list. This is why we believe that the most tangible results will come with the implementation of action plans, which will be prepared in a participatory manner and focused on outcomes.

We believe that the vision of an open, safe, and cohesive Trnava will remain rooted in the daily lives of its inhabitants. Success will depend on sound decisions, the concentration of financial resources on meaningful measures, and continuous learning from data, feedback, and dialogue with our partners.

We would like to call on everyone—municipal organisations, schools and universities, major employers, non-profit organisations, and the residents of Trnava themselves—to become part of this process. Only through a collective effort can we transform the potential of every sixth resident of Trnava into a tangible improvement in the quality of life for all who call Trnava their home.

# Authors

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Alan grew up in Trnava in a multicultural family and experienced integration first-hand as a second-generation Slovak-Vietnamese. He completed his studies in Missionary and Charitable Work at St. Elizabeth University of Health and Social Work in Bratislava and a summer school on migration at Charles University in Prague. He has acquired skills in managing participatory processes and in conceptual approaches at the municipal government level and within an international organisation as well. He has a special interest in the multi-level approach to the topics of sustainability, migration, and integration. He works as an officer at the Department for the Support of People with a Migrant Background - ConneCTT, Trnava City Office.

## ***Danyil Tsybulko***

Danyil came to Slovakia eight years ago and has made the journey from an international student to a professional who connects both his academic and professional life with Trnava. He has gained experience in the municipal government environment and in civil society, where he focused on the topics of migrant integration and the advocacy of student rights. He studied political science at Trnava University in Trnava. During his studies, he co-founded an initiative supporting the inclusion of young people with a migrant background. He has a special interest in innovative approaches to migrant integration and the development of policies that strengthen social cohesion and support talent retention. He works as an officer at the Department for the Support of People with a Migrant Background - ConneCTT, Trnava City Office.

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