

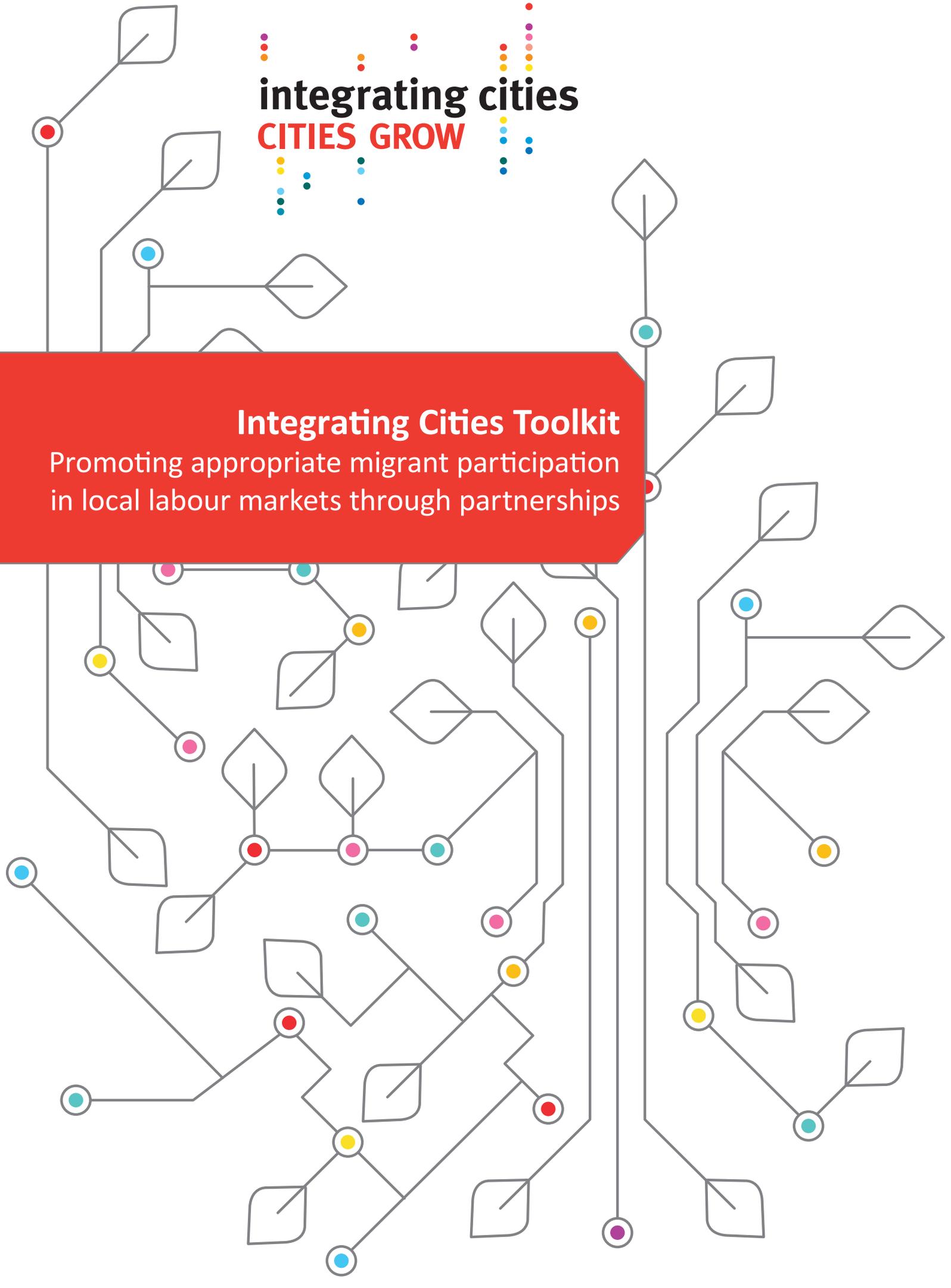


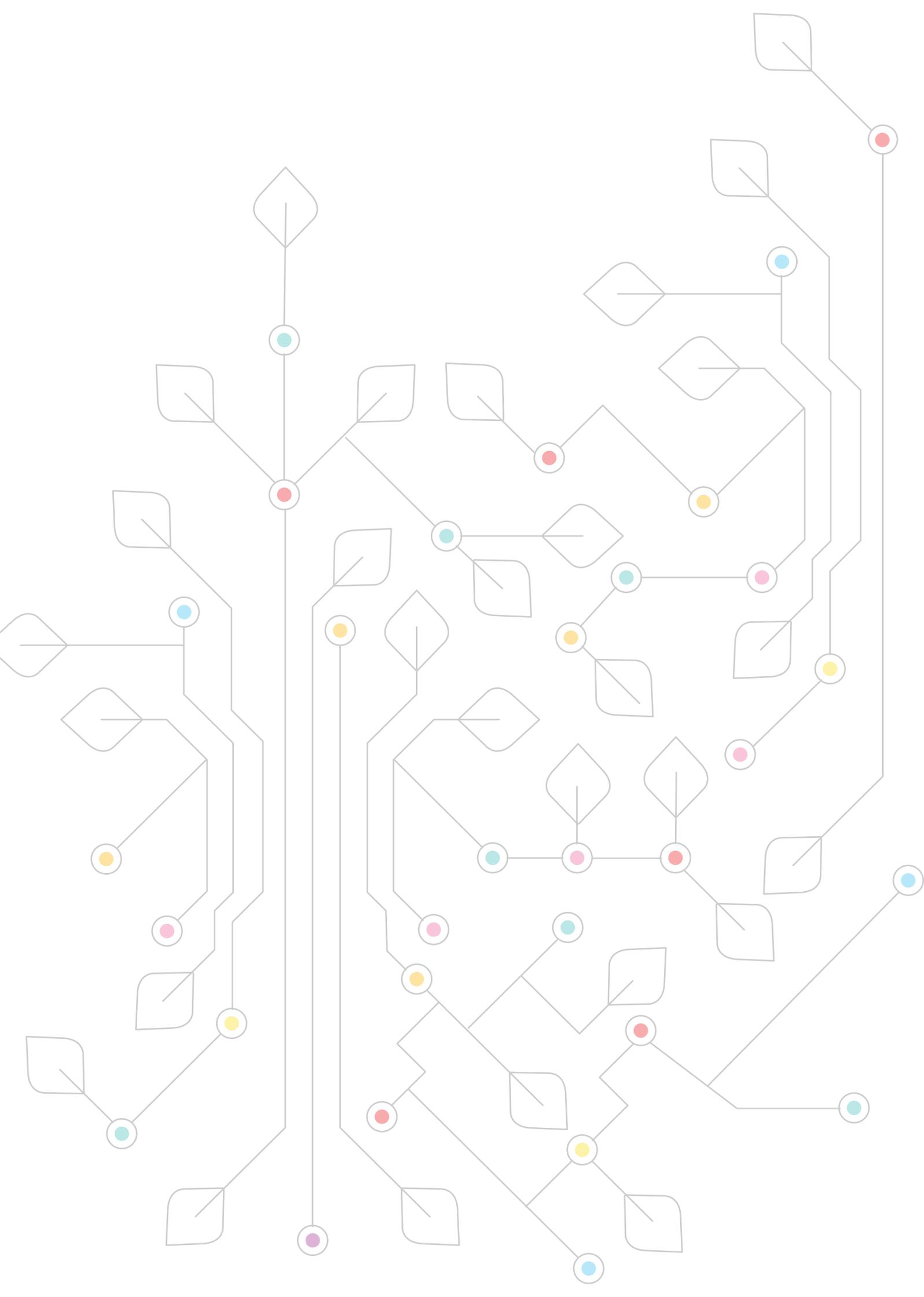
**integrating cities**  
**CITIES GROW**



**Integrating Cities Toolkit**

Promoting appropriate migrant participation  
in local labour markets through partnerships





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## About

The **Integrating Cities toolkits** offer practical, tested guidance and inspiration to help cities reach European standards in priority areas of migrant integration – as set out in the **EUROCITIES Integrating Cities Charter**.

Four new toolkits have been developed in the framework of the **CITIES GROW** project (Cities integrating migrants and refugees through work), co-funded by the European Commission Asylum, Migration and Integration Fund and coordinated by EUROCITIES. These toolkits add to the existing set of toolkits developed through previous projects led by EUROCITIES – **MIXITIES** (2010-2012) and **ImpleMentoring** (2012-2014).

While the earlier toolkits cover themes such as ‘enhancing public perception on migration and diversity’, ‘making participation effective in diverse neighbourhoods’, ‘promoting cultural diversity’ and ‘introductory and language courses’, the new toolkits address various aspects of migrants’ inclusion in local labour markets. They cover the following four topics:

- Matching buyers and suppliers: access to public and private contracts for immigrant entrepreneurs
- Promoting appropriate migrant participation in local labour markets through partnerships
- Services to promote and support migrant entrepreneurs
- Anti-discrimination strategies for the local job market.

The toolkits are designed primarily for people working in local authorities in Europe’s largest cities. They may also be useful for smaller local administrations in Europe and beyond and for the partners of local authorities such as NGOs. Whether your authority already works on these integration themes or is just starting out, the Integrating Cities toolkits can help.

## How were the toolkits developed?

In each toolkit you will find an Integrating Cities benchmark, together with guidance and examples to help users apply it.

The benchmark is drawn from a Europe-wide review of cities’ experience in working on each of the four topics. Throughout the **CITIES GROW** project city practitioners, together with independent experts, identified critical features of local policy, practice and governance that make the difference in enabling cities to reach the Integrating Cities standard for each theme.

Testing itself against the benchmark, a city can see how near it is to the standards of the Integrating Cities Charter. It can see what more it needs to do to meet those standards. And it can find inspiration to match the best, most effective practice among the cities of Europe.

A more detailed explanation of benchmarks and the **CITIES GROW** method is provided by the methodology overview leaflet in this folder.

In addition to these toolkits, monitoring of the Charter’s implementation is also undertaken through the biennial Integrating Cities survey of signatory cities.

# Promoting appropriate migrant participation in local labour markets through partnerships

## Integrating Cities Standard

**The city works with partners to ensure that the local labour market takes full advantage of all the skills and competencies that migrants bring and that migrants, especially the young, are assisted to get appropriate training and employment.**

As the Integrating Cities Charter says, ‘over the past decades and centuries, immigrants have arrived with fresh experiences and new ideas that have brought progress in science, arts, commerce and economic development’. In order to do this, they need to participate in local labour markets at appropriate levels and for this to happen their skills and competencies, whether evidenced by formal qualifications or not, need to be recognised and supported. The European Commission has recognised the need to maximise the potential contribution of migration to full employment and recommends removing barriers such as non-recognition of qualifications.<sup>1</sup> However, there remain many problems to be overcome, including that rates of employment for many migrants are lower than for others and this gap is greater for highly skilled migrants, who are also likely to be overqualified for their jobs if in work. This represents ‘brain waste’ according to the Commission: a loss to cities that might otherwise utilise those skills and knowledge. The Directorate-General (DG) for Employment<sup>2</sup> recommends that a successful migrant employment programme includes an integrated and tailored approach including partnerships and the involvement of stakeholders and employers.

### NOTE ON TERMS USED IN THE BENCHMARK

**Migrant:** person born outside the country in question, who has moved to live there for at least 12 months (UN definition) or resident of ‘migrant background’, including person born to migrant parents (according to definitions varying between Member States). Cities may wish to use other definitions, according to their practice, in applying this benchmark.

<sup>1</sup>. COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS An Agenda for new skills and jobs: A European contribution towards full employment COM(2010) 682

<sup>2</sup>. Migrants to Work Innovative approaches towards successful integration of third country migrants into the labour market Final Report B. Frouws MSc Drs. B.J. Buischool European Commission (DG Employment, Social Affairs and Equal Opportunities) 2010



## APPROPRIATE FRAMEWORK

The city has a strategy or policy in place which covers the local labour market and includes migrants' participation in this.

*A city-wide approach to this work will ensure that it is comprehensive, has political support and can attract other essential partners. The framework may exist in a number of ways and not be one specific document but it needs to cover the city's approach to integration and how it helps those excluded from the labour market, including migrants, to participate.*

### GUIDE QUESTIONS

- » **Is there a strategy or framework that deals with migrant integration and does this include labour market participation? Or, does the city have a labour market strategy or framework and does this include migrants?**
- » **Does the strategy or framework in place make provision for those excluded from the labour market including migrants?**
- » **If the city does not have the competence to intervene in the local labour market, does it have integration policies or frameworks in place that encourage others to get involved?**

### EXAMPLES

#### ATHENS

Traditionally, the municipality did not have responsibility for local labour market development. However, with the rapidly increasing refugee population, it began to develop integration strategies for the thousands of newly-arrived refugees. There was a need to move quickly and the most effective way of ensuring a coordinated approach was for the city to chair and contribute to the Athens Coordination Centre for Migrant and Refugee Issues. Through this centre a Strategic Plan on Migrants and Refugees has been created which includes integration within the labour market. [www.accmr.gr](http://www.accmr.gr)

#### DRESDEN

The Dresden Integration Concept 2015-2020 (<https://bit.ly/2GahGGV>) is a long-term plan for the integration of migrants. A steering committee made up of heads of authorities, educational service providers, employers and trade unions was created to ensure coordination of integration actions at the strategic level and to make recommendations for improvement. A joint diversity management conference was held in Dresden City Hall and a new service unit was set up for the employment of migrants.

#### MUNICH

Three years after receiving around 26,000 refugees, the city's approach shifted from providing emergency assistance to planning for integration. The Munich Masterplan for the Integration of Refugees project is the result of this policy change. In cooperation with over 20 partners, the work is divided into five thematic work groups providing recommendations to the city on various topics. Contact: [franziska.szoldatits@muenchen.de](mailto:franziska.szoldatits@muenchen.de)



## BASELINE INFORMATION

There is accurate and up to date information about the local labour market, likely future labour and skills needs and the current and likely future migrants to the city.

*Designing effective interventions requires knowledge of the current 'state of play' to enable cities to plan, with regard to both the opportunities available and the people who need to take up these opportunities.*

### GUIDE QUESTIONS

- » Does the city have the resources and capacity to pull together its own data?
- » Are there other bodies, such as national research institutes or banks, that can help gather this information?
- » Can research be commissioned and funding found to do so?

### EXAMPLES

#### — RIGA

The city has excellent quarterly forecasts on labour market needs which are compiled from data supplied by employers, government departments, trade unions and others. These forecasts show traffic light indicators of labour market needs in different sectors and professions. The city has, however, had difficulty getting comprehensive information on migrant numbers and forecasts. It is planning to collect this data from various sources in future.

#### — ATHENS

The city uses the annual report on labour in Greece produced by the Greek Institute of Research on Labour. This is complemented by work undertaken by the Bank of Greece. The city is considering commissioning more work in this area, with a focus on migrants, as it notes that externally commissioned research is sometimes taken more seriously



## COORDINATION OF THOSE PROVIDING SERVICES TO MIGRANTS

There is a structured relationship between the city, those providing services to refugees, local employers, educational institutions and employment agencies that enables coordination and planning of services.

*Pathways into employment need to be established, maintained and reviewed regularly. These involve organisations providing resources, information, training and employment and so they all need to work together and coordinate their efforts.*

### GUIDE QUESTIONS

- » Does the city have agreements in place with local employers, educational institutions and employment agencies?
- » Does the city have a structured relationship with those providing services to refugees?
- » Are there regular meetings or other arrangements to coordinate and plan employment services for refugees and migrants?

### EXAMPLES

#### ATHENS

In 2017 the municipality established the Athens Coordination Centre for Migrant and Refugee Issues ([www.accmr.gr](http://www.accmr.gr)) to bring together all those providing services in the city. Chaired by the city, it involves over 75 of the largest national and international organisations sharing data and resources to address the immediate and future needs of refugees. The ACCMR's aim has been in part to develop a strategy and prompt discussions amongst providers. There are five organising committees – one on livelihoods – to ensure stakeholders discuss, plan and deliver services together.

#### MILAN

The city's migration and integration team improved their cooperation with the third sector by establishing a local network for migrant integration, composed of 102 stakeholders. The aim is to enhance collaboration and eliminate replication of services.

#### GHENT

In 2015 the city set up the Refugee Taskforce (<https://bit.ly/2Sdgadu>), a collaboration between policy administration (city services and the Public Service for Social Welfare), civil society and citizens, to facilitate the integration process. Its structure enables clear roles and responsibilities to be established among the different actors in the field. The taskforce tackles a broad variety of issues such as education, work, health, housing and social cohesion. In addition to raising awareness of this group of newcomers, it also fosters solidarity with other vulnerable groups.



## ASSESSMENT AND ORIENTATION

There is a method of assessing the skills, qualifications and ‘job readiness’ of migrants in place plus a system that enables migrants to understand the labour market and its requirements and customs.

*Without a system for assessing and orienting migrants it is neither possible to match migrants with suitable employment opportunities nor to remove the barriers to labour market participation which most migrants will experience. Such a system is about helping migrants get to ‘first base’ within the local labour market.*

### GUIDE QUESTIONS

- » How do migrants find out about the kinds of work that is available?
- » Is information made available to migrants about the potential pitfalls of getting involved with the informal economy?
- » Where can migrants find out about what working life is like in the city?
- » Can migrants get their skills and qualifications assessed at a central point that takes referrals from frontline organisations and refers to agencies or organisations able to help with labour market insertion?

### EXAMPLES

#### BARCELONA

SAIER (<https://bit.ly/2t8hDCE>) is the Service Centre for Immigrants, Emigrants and Refugees, a one-stop service involving seven organisations, coordinated by the City Council, each of which provides a different service complementing the others:

- Mutual Aid Association for Immigrants in Catalonia (AMIC/UGT): validation of foreign qualifications, training and job placement
- Information Centre for Foreign Workers (CITE): legal advice on residence permits
- Consortium for Language Normalisation (CPNL): Catalan language courses
- Red Cross: social services
- ACCEM: legal advice for asylum seekers and refugees
- Barcelona Lawyers Association (ICAB): legal advice on citizenship and legal representation in court proceedings
- Welfare and Development Foundation (ABD): front desk reception service, translation service and support to the municipality in the coordination and logistics of SAIER.

#### ATHENS

The Athens Coordination Centre for Migrant and Refugee Issues ([www.accmr.gr](http://www.accmr.gr)) provides, amongst other things, social services support, basic signposting, welcome, extra orientation and counselling so that migrants using its services can get to know the labour market.

#### MUNICH

The Integration Advisory and Assessment Centre provides information and counselling for migrants and refugees which includes an assessment of their professional and educational background and language proficiency. A systematic mapping of future options and goals is also part of the centre’s service. Contact: [basak.oezdemir@muenchen.de](mailto:basak.oezdemir@muenchen.de)



## PATHWAYS TO EMPLOYMENT OPEN TO MIGRANTS

Where there are existing employment programmes to benefit those out of work or underemployed, these should be reviewed regularly to ensure that they are open (in theory and in practice) to migrants. The city and partners should regularly review the need to develop new migrant-specific pathways or to adapt or add components to existing ones.

*Migrants often face legal, practical, informational and cultural barriers to participation in general employment programmes, particularly during their initial stages of living in a city.*

### GUIDE QUESTIONS

- » Are all employment programmes in the city open both in theory and in practice to migrants?
- » Is migrant participation in general employment programmes reviewed regularly?
- » As a result of reviews, can the city or its partners offer specialist pathway programmes alongside the generic to help get migrants prepared for work?
- » Is there legal support available to enable migrants to become legally entitled to work and to challenge employment discrimination?

### EXAMPLES

#### BARCELONA

Làbora (<https://bit.ly/1XnwlP7>) is aimed at people who have difficulties accessing the job market. It is promoted by the Social Services Municipal Institute (IMSS) and designed and managed in cooperation with ECAS (Catalan Entities for Social Action), FEICAT (Catalan Labour Insertion Companies) and the Red Cross. They coordinate effectively with SAIER, the one-stop service for all Barcelona's migrants, which refers cases once initially assessed via an online platform. Làbora promotes 'job-skills match' and provides personalised and tailored support to get people into employment and continues to do so until they succeed. Employers use the service to find people who meet their recruitment needs and also get advice on how best to recruit.

#### HELSINKI

The city has applied for two-year funding from the Finnish National Agency for Education for a project whose objective is to enhance the career paths and recruitment of people with foreign backgrounds. The project aims to help migrants educated abroad learn additional skills and pass exams to gain a diploma recognised by Finnish universities

#### MILAN

The city has different projects in this field. For instance, through LABOUR-INT the city, together with local labour unions, enterprises, public entities and associations, promotes the work integration of 40 asylum seekers in fields such as mechanics, maintenance and food services. Contact: [paolo.miranda@cisl.it](mailto:paolo.miranda@cisl.it)



## MECHANISM FOR IDENTIFYING AND ACCREDITING SKILLS AND COMPETENCIES

There should be a process of recognising and accrediting skills and qualifications. If there are existing programmes these may need adaptation to migrants and the different skills, competencies and achievements they bring. In some cities it may be necessary to set up a new programme.

*The local economy needs to build on and utilise the existing skills and competencies that migrants may bring as well as help them develop new ones. So each city needs to have access to appropriate mechanisms to identify and accredit them within the relevant national and local frameworks.*

### GUIDE QUESTIONS

- » How are the skills and qualifications of those working in the city recognised?
- » Does this system also serve migrants and has it been adapted to meet their needs?
- » Is there a way for migrants who may have no documentation to access such systems

### EXAMPLES

#### BARCELONA

Within SAIER (<https://bit.ly/2t8hDCE>), the AMIC/UGT provides:

- specialised and up-to-date knowledge of the relevant legislation and information sources (web sites, publications, materials, tools, etc.)
- guidance based on knowledge and case-by-case reasoning on foreign studies and their treatment in terms of validation
- permanent coordination and case-specific monitoring with the Ministry of Education (responsible for the validation of foreign university degrees), Catalunya Education Department (validates foreign non-university studies and vocational training) and ICQP (recognises knowledge and skills acquired through working experience and non-formal training). Other council services are sometimes involved, such as the Family Regrouping Support Programme 'New families in Barcelona', which focuses on the needs of young, recently-arrived people to definitively validate their secondary degrees so they can continue their studies.

#### MUNICH

The Foreign Qualification Advisory and Support Service (<https://bit.ly/2RIJi7d>) assists people who want to get their qualifications recognised so they can find appropriate work in the city, irrespective of their nationality and migration status. Clients with partly-recognised qualifications are also provided with information and support on appropriate training and 'bridging' courses to reach full recognition. To provide this service, the city works with educational institutions and universities, recognition authorities and labour market actors. Through the service the city ensures that the professional skills of the target group do not end up untapped in the low-skilled sector. Contact: [r.ober@muenchen.de](mailto:r.ober@muenchen.de)



## SPECIALIST PROVISION IS AVAILABLE FOR MIGRANTS WHO MAY HAVE SPECIFIC NEEDS SUCH AS YOUNG MIGRANTS, MIGRANT WOMEN, DISABLED MIGRANTS AND UNDOCUMENTED MIGRANTS, INCLUDING VICTIMS OF TORTURE AND HUMAN RIGHTS ABUSES

The city should, in consultation with migrant communities, review projects to ensure that they can meet the needs, for example, of:

- young people for projects that are effectively accessible to them
- women for provision of separate programmes, with childcare provided
- disabled migrants for measures to ensure access to programmes
- undocumented migrants for projects that assist them to regularise their status.

*One size does not fit all! Some migrants will face specific barriers to getting appropriate employment and may need specific measures or projects to meet their needs.*

### GUIDE QUESTIONS

- » Do the employment programmes in the city regularly review their provision for young, women and disabled migrants?
- » Do migrant communities and their organisations have any means of telling the city about new needs that may emerge among young, women and disabled migrants?
- » Are there examples of specific provision being made for these groups?
- » Are there projects in the city that enable undocumented migrants, where possible, to regularise their status and are they linked to employment projects for referrals in and out?

### EXAMPLES

#### NUREMBERG

The city has put an emphasis on cooperation with business and civil society in order to integrate migrants into the labour market. The municipality works closely with business associations and the Employment Agency. Together, they are involved in a large number of programmes and offerings, in particular to ease the way into training and work for young refugees and to support firms when employing refugees and asylum seekers.

#### BARCELONA

SAIER (<https://bit.ly/2t8hDCE>) is open to all migrants and refugees including undocumented migrants and some have access to comprehensive services, including employment programmes to regularise their status. All services are free of charge. These programmes are implemented in coordination with Barcelona Activa (the city council agency for employment, enterprise and tourism, responsible for promoting economic development) and PRT (a new type of programme implemented by NGOs which provides professional training and labour insertion for asylum seekers and undocumented immigrants eligible for residence and work permits, among other target groups).

#### MILAN

The city coordinates an EU-supported project, FAB (<https://bit.ly/2WEjbbY>), which aims to fast-track integration pathways to the labour market for refugees and their families, with special attention paid to women refugees. Contact: [giuseppina.corvino@comune.milano.it](mailto:giuseppina.corvino@comune.milano.it)



## NETWORK BUILDING, REPRESENTATION AND BROKERAGE, INCLUDING AMONGST AND WITH MIGRANT COMMUNITIES

Migrants should be enabled to build effective networks to provide information, inspiration, contacts and support. Such networks should be encouraged and supported to establish relationships with other relevant networks, including employer, solidarity and voluntary sector networks.

Partnerships to get migrants into appropriate employment should have good links with, and representation of, established and new migrant communities. This ensures that programmes are well known to potential users and that migrants can feed back effectively about the programme's access and utility.

*As new labour market entrants, migrants face disadvantage in relation to others who often have effective networks in place. Without continuing feedback from migrants themselves programmes risk becoming irrelevant or inaccessible to some migrant populations.*

### GUIDE QUESTIONS

- » Does the city facilitate contact between migrants both inside and outside their communities?
- » Does the city help migrant networks build relationships with employers, the voluntary sector and others?
- » Do city employment programmes have good links with migrant communities?
- » Do they use those links to publicise employment programmes, seek feedback on their effectiveness and learn from migrant communities?

### EXAMPLES

#### ATHENS

In 2011, Athens set up a municipal body called the Migrant Integration Council (MIC) which is chaired by the Vice Mayor for Migrants and Refugees of Athens. This primarily works as a mediator between migrant communities and the municipality: migrants and refugees bring their issues to the MIC so they can be heard and addressed. A recent challenge facing the MIC is that refugee populations in Athens have arrived so quickly, and in such numbers, that their communities have not to date been represented on the MIC. Active community building is underway to find and encourage more active members of the community to get involved. Athens is a strong example of how consultative and representative municipal structures need to ensure that they constantly refresh their membership and engagement to keep pace with change.

#### HELSINKI

The city's Job'd model (<http://www.jobd.work>) creates new hourly paid work, enabling young migrants to get their first work experience in jobs that benefit other people or society. Through Job'd, young migrants get skills, competences, connections, recommendations and motivation, making them more equal in the job market. The model uses the latest technology, such as mobile apps, and was created in cooperation with a local technology start-up. Job'd tasks address issues such as loneliness among the elderly and support for local communities. Ideas for new jobs come from citizens, communities and partners. The paid assignments are created in partnership with businesses, arts organisations, festivals and veteran NGOs. Job'd created over 20,000 hours of new work between January 2017 and May 2018. It has offered work experience to over 600 young migrants who had little or none before.



## USING THE CITY'S PURCHASING POWER AND ABILITY TO FIND FUNDS TO PROMOTE MIGRANT INTEGRATION INTO THE LABOUR MARKET AT APPROPRIATE LEVELS

Cities, educational providers and other partners use their purchasing power (in awarding contracts and commissioning work) as well as their power to attract funding (through e.g. international programmes) to promote appropriate migrant employment and involvement in skills and competency matching.

*Cities and partners in these programmes have considerable purchasing power when awarding contracts or commissioning work. EU rules allow the use of social value in making such decisions, so making employer involvement in appropriate programmes a pre-condition of bids etc. is an 'easy win' as well as providing an example to other employers. Cities may also gain access to new sources of funding to support their work in getting migrants into appropriate employment.*

### GUIDE QUESTIONS

- » Does the city ensure that all the services it contracts out and commissions are run by organisations that share its commitment to appropriate migrant participation in employment?
- » Are all companies contracted or commissioned by the city involved in migrant employment programmes?
- » Does the city access national and international funds to support the appropriate integration of migrants into the labour market?

### EXAMPLES

#### MUNICH

SchlaU-School offers young refugees a holistic approach to education and integration, from literacy programmes to vocational qualifications. SchlaU-School is a space of common learning that promotes personal development and opens future opportunities. One focus is labour market integration, with an emphasis on individual students' needs. Working closely with public employment services, labour market stakeholders, job centres and target corporations has proven to be a major factor of the school's success. Contact: [b.meyn@schlau-schule.de](mailto:b.meyn@schlau-schule.de)

#### BARCELONA

Different departments within Barcelona City Council and SAIER use their purchasing power (in awarding contracts and commissioning work) to promote appropriate migrant employment and involvement in skills and competency matching. They do this through two instruments: applying 'social clauses' in public contracts and recruiting immigrant workers through specific programmes called Occupational Plans from Barcelona Activa (the city council economic development agency). The provision of job offers to Occupation Plans at the city administration has enabled more than 80 people to legalise their status.

#### MILAN

PANEM – a project aimed at implementing the employment of young migrants in the bakery sector. The project is funded by Adecco Foundation and a Società Umanitaria di Milano.



## USING FEEDBACK, MONITORING AND EVALUATION

Cities and partners ensure they have mechanisms in place for collecting feedback from all partners, users and potential users, that they monitor programmes and projects effectively and that they evaluate these appropriately. This work includes input from individual migrants and their community organisations, with the aim of ensuring that programmes and projects adapt quickly to the changing needs of the local migrant populations and are responsive to the needs of the local labour market.

*Migrant populations change often and quickly — new communities arrive, people have new needs and communities' needs change as they settle or face other challenges such as youth disaffection or discrimination. The local labour market may also change rapidly as opportunities arrive and disappear. Programmes and projects need to stay relevant and open.*

### GUIDE QUESTIONS

- » Does the city have a monitoring and evaluation process in place to measure and enhance the effectiveness of its employment work?
- » Does this process include getting feedback from all users, including migrants, and from migrant communities who may be able to express the views of non-users?
- » Are there examples of how the information gained from monitoring and evaluation has been used to shape or create services?

### EXAMPLES

#### MUNICH

The city has done studies on the effects of counselling services on qualifications and are using this to get more funding and to convince the City Council to further support this type of service. Such evaluation is essential for ensuring feasibility and sustainability.

#### BARCELONA

Specifically for immigrants, there is an infographic for the permanent evaluation of the Programme for Refugees of Barcelona City Council. SAIER, the city service for migrants and refugees, publishes an annual report which records the numbers and types of people seen and the services offered, reflects on achievements and challenges and considers future challenges. The latest of these is available at <https://bit.ly/2S08DLa>

## Context factors

The following is a list of factors that can affect the ability of your city to meet the benchmark. You can refer to these when using the toolkit to explain a particular context in which the city operates.

### CONTEXT FACTORS

### EXAMPLES OF WHAT THIS FACTOR MAY INVOLVE

#### NATIONAL LEGISLATION AND POLICY

- Division of competences between central, or regional, and city administrations, limiting or increasing the city's power to act
- Rules on the city's power to provide services to migrants or ways of delivering them – for example immigration rules
- Whether legislation, e.g. on equalities, allows the city authority to lead local action.

#### DATA AVAILABILITY

- Limits on official sources of quantitative data – or qualitative information where relevant – making it hard to plan or monitor integration-related work.

#### DEMOGRAPHY AND MIGRANT POPULATION

- Change in the city's population over, say, the past decade – has it been gradual or dramatic?
- History of inward migration, including recent changes
- Make-up of current migrant population (e.g. language requirements, educational background, diversity of national origin, how far migrants retain links with previous country).

#### LABOUR MARKET AND OTHER ECONOMIC CONDITIONS

- Overall economic conditions and rates of unemployment city-wide
- Change in skills requirements of local employers as the city's economic structure alters
- Opportunities for self-employment.

#### CITY RESOURCES

- Changes in budget, e.g. because of cuts in central government grant or fall in local tax revenues
- Availability of financial resources for actions on integration and inclusion.

**CONTEXT FACTORS****EXAMPLES OF WHAT THIS FACTOR MAY INVOLVE****POLITICAL SITUATION**

- Political control within the city administration
- City policies on migration and integration and how far they are backed by cross-party consensus
- Electoral outlook for the city
- Political climate nationally, including national media, and national debate on immigration.

**CIVIL SOCIETY IN THE CITY**

- How far civil society has developed in the city – both migrant-run organisations and others
- Extent of mutual support among civil society organisations.

**EU AND INTERNATIONAL FUNDING AVAILABILITY**

- Whether there is significant funding potential from EU or other international funding institutions.

**SIGNIFICANT INSTITUTIONAL / CORPORATE PRESENCE & INFLUENCE**

- Whether there is a significant company, university, school or other major institution that affects the local context significantly.

**PUBLIC PERCEPTION (OF HOST COMMUNITY TOWARDS MIGRANT COMMUNITIES)**

- A particular prevailing narrative around migrants amongst the host community
- How far the press is hostile towards migrants and what their main messages are
- Difficulty in reaching and influencing the public.

## About CITIES GROW

CITIES GROW is a city-to-city support project running from February 2017 to January 2019. Its aim is to improve the implementation of migration policies through concrete actions to facilitate the integration of migrants and refugees.

Led by EUROCITIES, CITIES GROW enhances mutual learning between cities through tailored mentoring schemes in four specific areas. In this way it helps cities get closer to European standards of best practice and in doing so realises the principles of EUROCITIES' Integrating Cities Charter.

CITIES GROW is built on the experience and success of past EUROCITIES projects (MIXITIES, DIVE, INTI-Cities and ImpleMentoring) and shifts the focus from peer reviews and standard-setting towards policy implementation and concrete actions at the local level.

The project was realised by a consortium coordinated by EUROCITIES of 16 local authorities from 12 Member States and external expert partners – Migration Work CIC, Migration Policy Institute Europe and Migration Policy Group – as facilitators and expert leaders.

### How do the Integrating Cities toolkits relate to the broader EU context?

CITIES GROW uses an innovative learning method. Its strength lies in the interaction between two levels:

- **Specific and local:** It supports partner cities in making concrete changes to local practice – where goals and standards are set by a benchmark based on EU-wide experience. Each city undertaking these actions is mentored through the process of change by a mentor city.
- **General and EU-wide:** By applying its thematic benchmarks in these 'real-life' city actions, CITIES GROW develops, tests and validates them so they can be delivered to Europe's cities and the European Commission as tools for improving practice EU-wide in future years.

The four toolkits and benchmarks on migrant integration follow the four toolkits already published as part of the ImpleMentoring project in 2014 and the three toolkits published in the framework of the MIXITIES project in 2012. All of these are still available at [www.integratingcities.eu](http://www.integratingcities.eu). They show the ongoing commitment of many public authorities and NGOs to learn from each other and assess and improve policies for the integration of migrants in Europe.



