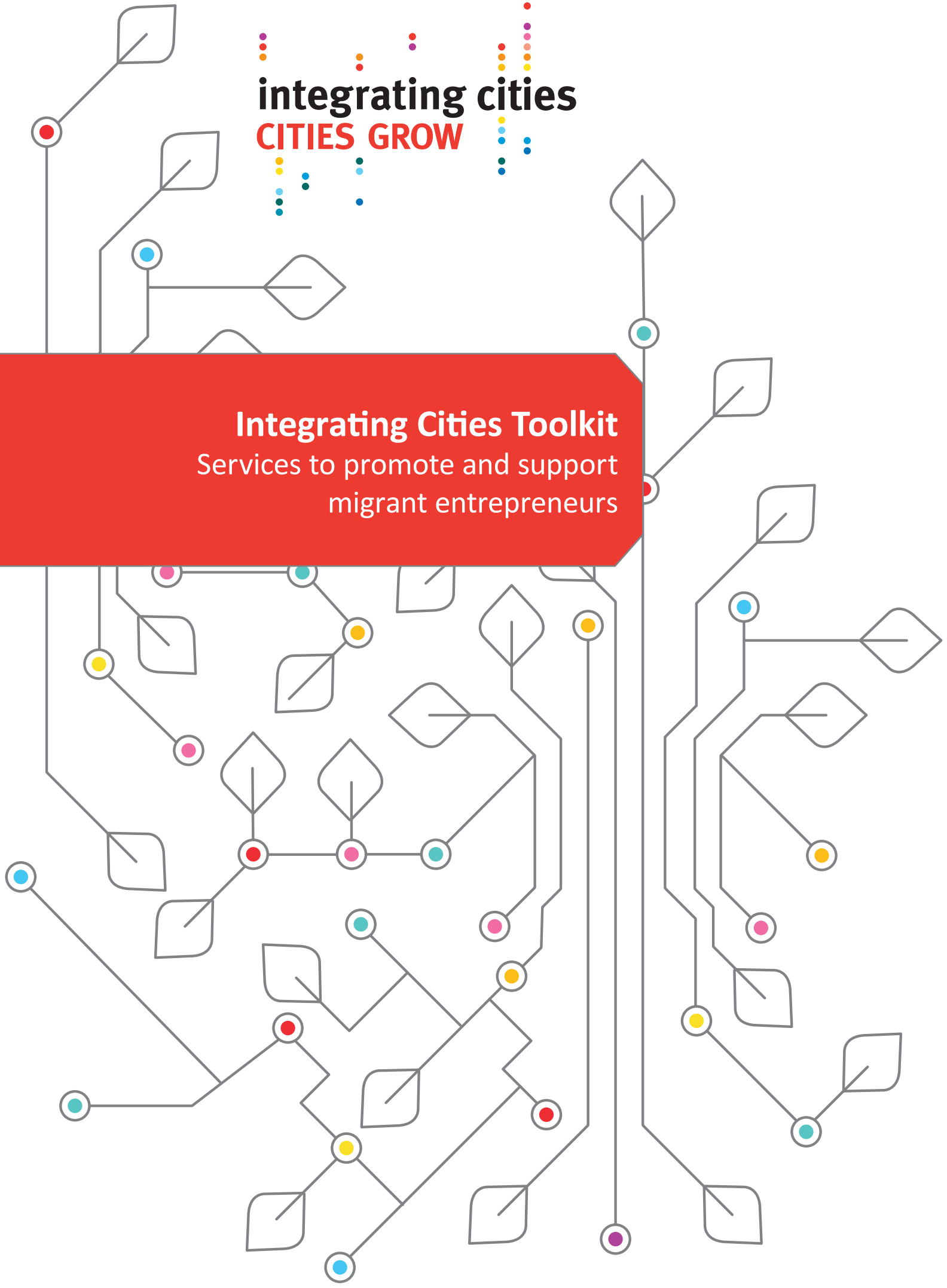


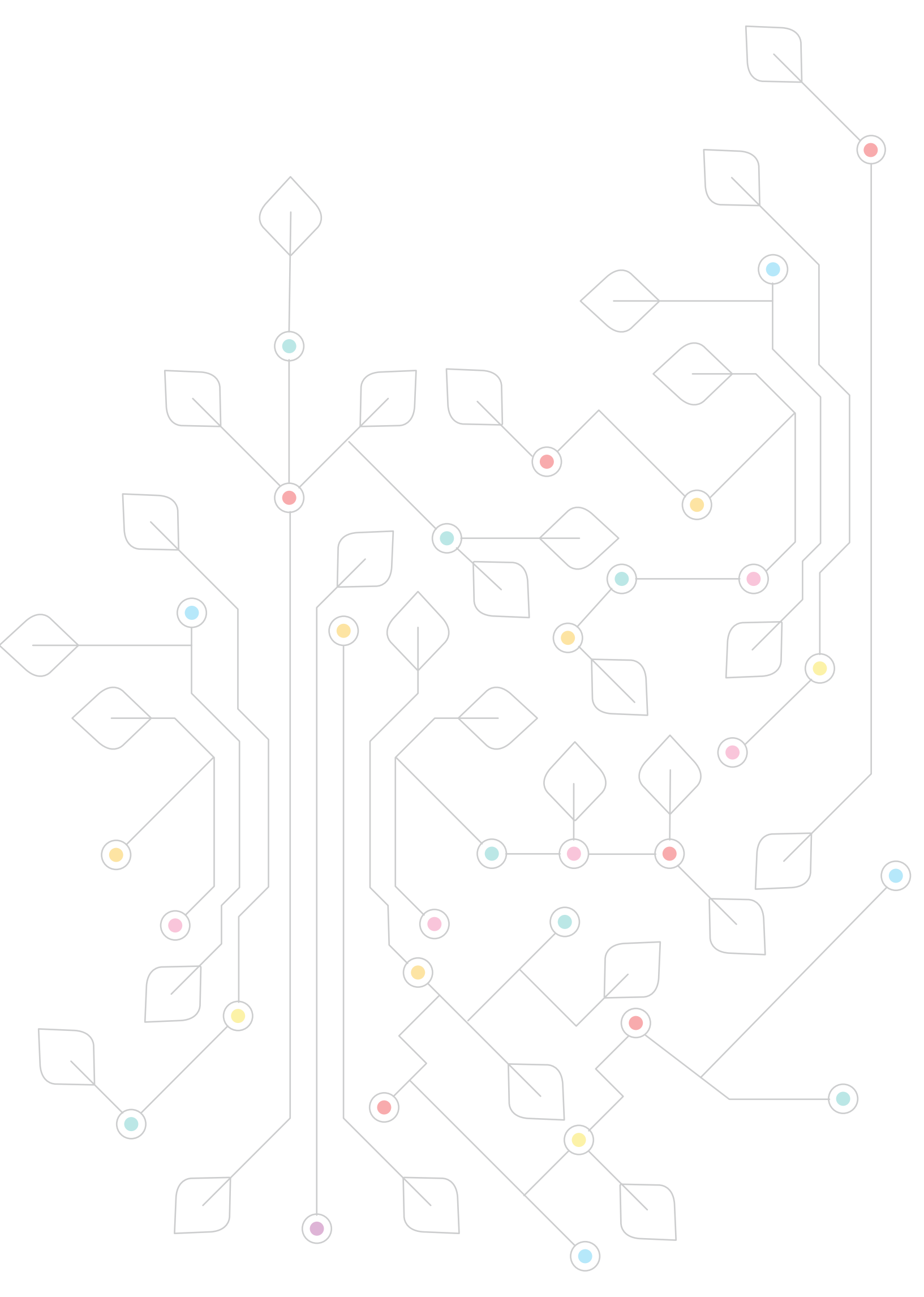


integrating cities
CITIES GROW



Integrating Cities Toolkit
Services to promote and support
migrant entrepreneurs





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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.

Services to promote and support migrant entrepreneurs

Integrating Cities Standard

The city recognises the contribution of a diverse entrepreneurial community to socio-economic inclusion and economic development at the local level, it is aware of the needs and strengths of migrant entrepreneurs and it creates a fertile and supportive environment for them to thrive.

As cities across Europe become increasingly involved in integrating newcomers, they are looking with fresh interest at how to maximise the economic gains of migration. Migrant entrepreneurship is nothing new, but it remains a relatively untapped economic resource. This is partly because of ongoing issues around recognition of foreign qualifications, which can impede migrants' access to jobs. Migrants face a number of other specific challenges when they're setting up and maintaining businesses in host countries, including difficulties navigating unfamiliar and complex bureaucratic requirements, accessing capital and finance and taking advantage of training and services available for aspiring business owners. Municipal actors may also lack a comprehensive understanding of the migrant entrepreneurial landscape which limits their ability to deliver the most effective support. When carefully harnessed, however, entrepreneurship can be a powerful driver of economic growth and job creation. Fostering the conditions in which migrant entrepreneurs can flourish speeds up their entrance into the labour market, giving cities an economic boost while also promoting positive narratives on migration at a time when these are much needed.

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.

Migrant entrepreneurs: business ventures and social enterprises owned and run by immigrants.



STRATEGY TO ENHANCE A DIVERSE ENTREPRENEURIAL COMMUNITY

The city has a strategy to support its diverse entrepreneurial community which reflects the city's socio-demographic situation and its approach to diversity and inclusion. The strategy includes long-term objectives, a budget and clear responsibilities for all the actors involved, public and private.

The starting point of this strategy needs to be a discussion on migrant entrepreneurship and what the city aims to achieve by supporting it. Locally, many actors have a role to play in supporting entrepreneurs, migrants and non-migrants, but often do not work together. The municipality is well-positioned to coordinate these initiatives. Such a strategy needs to be defined based on the strengths and specific needs and challenges faced by migrant entrepreneurs and aligned with the city's overall approach to diversity and inclusion.

GUIDE QUESTIONS

- » Does the city administration have a clear vision of why it wants to support migrant entrepreneurship and how this relates to its broader approach to diversity and inclusion?
- » Does the city have a strategy that supports migrant entrepreneurship, either targeted specifically at migrant entrepreneurs or effectively including them?
- » Does this strategy include clear and realistic objectives, a timeline, a budget, a description of activities and details of which entities should be responsible for their implementation?
- » Was the strategy drawn up following a mapping exercise? (Key Factor 3)
- » Is the strategy endorsed by all relevant city departments?
- » Does the strategy include a financial sustainability plan?

EXAMPLES

HELSINKI

The Helsinki-Uusimaa Regional Programme's Strategy 2040, Strategic Priorities 2014-2017, is dedicated to nurturing entrepreneurship. One of the actions of the strategy is to support measures for stepping up business advisory services targeted especially at entrepreneurs with migrant backgrounds. <https://bit.ly/2J7q1cY>

DUBLIN

In the city's Integration Strategy 2016-2020, developing the entrepreneurial talents and potential of migrant communities is a central aim. In a series of related actions, the Local Enterprise Office and social inclusion agencies deliver training and mentoring programmes and provide information to potential migrant entrepreneurs. The strategy is based on a policy review by independent inclusion and integration advisors, external consultation with a range of community, voluntary and statutory stakeholder organisations and an internal consultation with representatives from a cross section of city council departments and services.

TAMPERE

The new city strategy 2018-2021 aims at strengthening the integration of migrants and this objective will be measured by the employment rate among migrants and the number of migrant entrepreneurs, amongst other factors. The city strategy is the main policy instrument and is implemented through annual plans and budgets. <https://bit.ly/2CUGn8A>



STAKEHOLDER MAPPING TO UNDERSTAND A DIVERSE ENTREPRENEURIAL COMMUNITY

The city consults with partners to identify the aspirations and skills of local businesses and what support they need to be successful. The city examines whether would-be migrant entrepreneurs or other groups face specific difficulties and what opportunities are available to them.

Each city needs a thorough understanding of the profiles of local entrepreneurs and of their motivations and needs. These differences go beyond simple distinctions between migrant and non-migrant entrepreneurs. Newcomers, particularly refugees, often face specific migration-related challenges, while second- or third-generation migrants may face other types of difficulties depending on their level of education and their business skills, etc. Gaining a better understanding of this complexity is a precondition for providing tailored and inclusive support.

GUIDE QUESTIONS

- » Does the city consult with experts and key stakeholders (e.g. chambers of commerce, business service providers, research institutions) and would-be entrepreneurs themselves about their objectives and their needs and involve them in the city's policy development?
- » Is information on local entrepreneurs available and accessible, including disaggregated data on migrant entrepreneurs and specific subgroups (e.g. newcomers, refugees)?
- » Does the city design its actions to support would-be migrant entrepreneurs based on empirical and statistical evidence?
- » Are interventions and support regularly updated to ensure they remain aligned with needs identified in the field?

EXAMPLES

VIENNA

In 2014, the Vienna Chamber of Labour commissioned a research study on 'ethnic entrepreneurship' (or entrepreneurs with a migrant background). The resulting report provided information on the structure of migrant-run businesses as well as insights into their procedures with a specific focus on the situation of employees. <https://bit.ly/2yMMV4G>

DUBLIN

In 2008, the Dublin Institute of Technology's Institute for Minority Entrepreneurship made the first major attempt to map migrant entrepreneurship in Ireland, with a focus on Dublin and Cork. The survey collected data on the characteristics of migrant-run businesses and their owners, the challenges facing such businesses in Ireland and their interaction with the Irish business environment. The report made recommendations on how to support these enterprises.

The city's Integration Strategy 2016-2020, the central aim of which is to boost migrant entrepreneurship, is based on a policy review by independent inclusion and integration advisors, external consultation with a range of community, voluntary and statutory stakeholder organisations and an internal consultation with representatives from a cross section of city council departments and services. The strategy is also informed by a review of the latest census to give a clear picture of the business environment for potential entrepreneurs.



PROVIDE COMPREHENSIVE SUPPORT TO MIGRANT ENTREPRENEURS

The city actively encourages coordination of all support services that are relevant to migrant entrepreneurs and, in the case of gaps, explores with its partners how best to address them. Support services prioritise the sustainability of ventures by increasing awareness about the risks of entrepreneurship, providing more information about the local market and assisting them beyond their start-up phase.

The city needs to make sure it has a comprehensive record of all the support services available to entrepreneurs. This allows identification of potential redundancies and the examination of how synergies between services can be encouraged. It also helps the city to diagnose gaps in support and decide how to address them. Cities can also explore public-private partnerships – this could not only reduce public spending but also improve the effectiveness of assistance.

GUIDE QUESTIONS

- » Does the city administration keep an up-to-date overview of local services available to entrepreneurs, including migrant entrepreneurs, which is accessible to service providers and relevant stakeholders?
- » What is the duration of the support available to entrepreneurs and is assistance available throughout the development of their business?
- » To what extent do services available to entrepreneurs include a clearly defined exit strategy?
- » Does the city encourage coordination among service providers?
- » Does the city address gaps in support, either by developing new services, creating incentives for external service providers or exploring new partnerships between existing initiatives?

EXAMPLES

VIENNA

During 'project consultation days' (projektsprechtage) municipal district officers give all entrepreneurs running small and medium-sized enterprises the opportunity to speak with lawyers and representatives from the Chamber of Commerce, Vienna Business Agency and the Labour Inspectorate. These events enable entrepreneurs, with and without migrant backgrounds, to get all the information they need in one place. www.wien.gv.at/mba/projekt.html

ROTTERDAM

Through the Rotterdam Business Case project, struggling small entrepreneurs are being supported by former entrepreneurs and students to achieve and maintain financial sustainability. The project was co-created by three partners - the University of Applied Sciences, a foundation of former entrepreneurs and the City of Rotterdam - who have developed strong relationships over time. This has contributed to the long-term commitment of the three partners and also helped to diversify sources of funding to ensure more sustainable support for migrant entrepreneurs. Over the last six years over 1000 entrepreneurs have been supported. Contact: r.gringhuis@rotterdam.nl



MAINSTREAM SERVICES FOR ENTREPRENEURS ARE INCLUSIVE OF MIGRANTS

Support services for entrepreneurs take into account the diversity of the local entrepreneurial community. Access barriers for migrant entrepreneurs are identified, analysed and removed.

A diverse entrepreneurial community needs support services that are accessible and respond to a wide range of individual needs. Mainstream business support activities should therefore be inclusive (e.g. through multilingual materials, intercultural competence of staff etc.), while special measures for groups facing specific challenges are essential (e.g. newcomers, refugees). Disseminating information on entrepreneurship support in immigrant integration and employment services should improve access to this assistance. As part of this outreach, a variety of formats (e.g. short information sessions, basic courses, intensive training, digital tools) enables cost-effective tailoring to individual needs.

GUIDE QUESTIONS

- » **Does the city foster the development of intercultural skills within mainstream business service providers? For instance, do these services reflect the local population's diversity in their staff composition? Are business services available in other languages?**
- » **Is information about these services disseminated via different channels to reach the city's diverse population (e.g. through role models rooted in migrant communities)?**
- » **Do employment and immigrant integration services provide information about entrepreneurship and liaise with business support services?**
- » **Are special support formats available for entrepreneurs with specific needs (e.g. newly arrived refugees)?**

EXAMPLES

HELSINKI

The Helsinki section of the infopankki.fi website provides an overview of all available sources of information on finding work and setting up business in the city. NewCo Helsinki provides free of charge general advice and personal counselling on starting a business in 10 languages, including Arabic and Russian. NewCo Helsinki also publishes its guidebook on becoming an entrepreneur in Finland in 11 languages, including Arabic, Somali and Kurdish.

LISBON

In June 2018, the High Commissioner for Migration launched an 'initiative of capacitation of refugee people targeting the development of a business idea' in the Lisbon National Support Centre for Migrant Integration (CNAIM). The initiative is based on the understanding that refugees show high rates of entrepreneurship while facing specific obstacles in creating a business. Aimed at refugees who speak Portuguese or Arabic, the initiative provides technical support through collective and individual meetings, as well as supporting documents including an 'Entrepreneur Dossier'. The initiative's launch was widely disseminated among local organisations working closely with the refugee community.



NETWORKING AND INFLUENCING OPPORTUNITIES FOR MIGRANT ENTREPRENEURS

Migrant entrepreneurs have a platform to communicate with relevant municipal bodies. There are opportunities for migrant entrepreneurs to access and build relationships within broader professional networks.

Access to professional networks is crucial for migrant entrepreneurs in order to meet new professional contacts, find business partners, expand their client and supplier bases, identify new sources of capital and gain better access to peer support. In the meantime, it is also important that migrant entrepreneurs have the opportunity to identify shared interests among themselves and lobby the municipality for support.

GUIDE QUESTIONS

- » Do support services for entrepreneurs involve networking activities, including with migrant entrepreneurs?
- » Are migrant entrepreneurs involved in business representation structures in the city (e.g. chambers of commerce and industry associations)?
- » Are migrant entrepreneurs active and represented in the main business events at local level (e.g. trade fairs, conferences)?
- » How easy is it for migrant entrepreneurs to create their own business association?
- » Do the city and mainstream business representations connect and collaborate with migrant business associations?

EXAMPLES

HELSINKI

NewCo Helsinki provides multilingual support services to migrant entrepreneurs and organises networking events for entrepreneurs who have just started their business. It also directs newly created businesses to Helsingin Yrittäjät (the Regional Organisation of Enterprises in Helsinki), part of the Federation of Finnish Enterprises, which is an interest and service organisation for entrepreneurs, offering its members training, networks and counselling.

AMSTERDAM

For technology entrepreneurs, there are a number of community hubs open to migrants and locals, such as Young Creators, a community of over 24,000 young people, and AMSxTech, a community of over 600 designers, developers, founders, growth hackers and investors connected by Slack, a real-time messaging app. There are also over 500 technology meetings in the city, giving migrant entrepreneurs many opportunities to network online and in person. <https://bit.ly/2h1OscF>



ACCESS TO FINANCE FOR MIGRANT ENTREPRENEURS

The city assists entrepreneurs, including migrants, in overcoming barriers to access credit or investments, so they can launch and develop their business.

After the financial and economic crisis, accessing credit and capital has become more difficult for entrepreneurs, especially for those launching a business. For migrant entrepreneurs, particularly newcomers, there may be additional obstacles such as a lack of credit history in the host country, the absence of collateral or temporary residence status. Financial institutions can also perceive migrants as a high-risk group. The city can use its leverage to help migrant entrepreneurs overcome these challenges and work with banks and financial institutions to make them more open to the idea of funding migrant entrepreneurs.

GUIDE QUESTIONS

- » Does the city provide training to enhance financial skills, including how to communicate with credit and investment organisations? If so, are these services available and relevant for migrant entrepreneurs?
- » Does the city engage with mainstream credit and investment institutions to improve access to financing for all local entrepreneurs?
- » Does the city provide incentives and guarantees to mainstream lenders and investors to facilitate access to capital for migrants (e.g. a bank guarantee fund)?
- » Are mainstream credit and investment organisations well-informed about the local reality of migrant entrepreneurship?
- » Where access to private capital is difficult, are alternative sources of financing and credit available (e.g. microcredit and grant schemes)?

EXAMPLES

UTRECHT

The municipality of Utrecht has a long-standing special support service for individuals on state benefits who want to become entrepreneurs. The service offers advice and social support for three months. If a candidate has a viable business plan it can also provide a loan of €30,000 and additional management and training support (e.g. advice on marketing, expanding the client base etc.). Every year 1,000 applications are received, 25% of which get support and a business start-up loan. The approach of this service is inclusive and anyone on state benefits can ask for and receive its support.

HELSINKI

NewCoHelsinki provides multilingual support services to migrant entrepreneurs both to start and to grow their businesses. It also provides advice on investments and insurance. The service cooperates with Finnvera, a public financial institution, to provide loans to start-ups with fewer guarantees compared to commercial banks.



POSITIVE COMMUNICATION STRATEGY HIGHLIGHTS MIGRANT ENTREPRENEURS AND THEIR CONTRIBUTION

The city and its partners raise awareness of the economic and social contributions of local entrepreneurs to the city in ways that reflect their diversity and explicitly include migrant entrepreneurs.

Through communication campaigns and engagement with the media, the city needs to show the diversity of its local entrepreneurs. This involves making sure that migrants are presented as key actors in the entrepreneurial community and contributors to the local economy, rather than being ignored or perceived as a 'weaker' group in need of support. Beyond the benefits for migrant entrepreneurs themselves, these activities can help brand the city as a place open to international business. Presenting successful migrant entrepreneurs as role models can also have positive effects on integration at large.

GUIDE QUESTIONS

- » **Looking at the city's efforts to promote its business environment, is the diversity of local entrepreneurs adequately represented, including migrant businessmen and businesswomen?**
- » **Is the city's public discourse around migrant entrepreneurs positive, highlighting social and economic benefits for the local community?**

EXAMPLES

WEST MIDLANDS

The Migrant-Friendly Cities initiative, led by Coventry City Council, aims to build cities underpinned by the voices, skills and passion of refugees and migrants, so that all branches of the community are fully invested in its future and the social and economic fabric of the region is strengthened. It promotes the idea that supporting local and refugee and migrant entrepreneurs has the potential to expand job opportunities and strengthen the regional economy. As well as investing in new migrant-led social enterprises, it is training migrants as 'citizen journalists' and setting up a community media lab, providing the skills and platforms for refugees and migrants to use their voices and share their own positive stories. The project involves eight other partners, including voluntary and community organisations, a university, a social enterprise and a private sector company. www.mifriendlycities.co.uk

NICOSIA

A multicultural culinary event, 'A suitcase full of flavours', is held in Cyprus and broadcast on TV. It is not uniquely for entrepreneurs but celebrates diversity in the country and may draw attention to migrant-owned restaurants. www.sigmatv.com/shows/miavalitsageusis

VIENNA

In 2009, the city together with the Vienna Economic Chamber and the Vienna Business Agency ran an awareness-raising campaign under the slogan 'Vienna's economy speaks all languages' to emphasise the importance of migrant entrepreneurs in the city.



USING MONITORING, EVALUATION AND REVIEW

The city has a monitoring and evaluation system for its activities supporting inclusive entrepreneurship, looking not only at short-term results, but also long-term impacts. These findings constitute the basis for a regular review of local services available to entrepreneurs.

Promoting a solid system of monitoring and evaluation is critical for the city's strategic planning. First, designing it helps to formalise the expected outcomes of the policy and its intended impact on the local community. Second, monitoring helps document progress and identify good practices that could be scaled up or replicated in other locations. Third, it provides data and analysis on the shortcomings of the strategy and what the stakeholders were not able to deliver. This analysis informs future mitigation strategies and lessons learnt for the city.

GUIDE QUESTIONS

- » **Is there a monitoring and evaluation system for activities supporting local entrepreneurs (both mainstream and targeted services)?**
- » **As part of this system, is there a clear definition of what success means, what indicators will measure it and how data will be collected to inform these indicators?**
- » **Does this system disaggregate data on migrant entrepreneurs to generate evidence on the effects of the services on this specific group?**
- » **Does the city follow up on the recommendations drawn from its monitoring and evaluation system?**
- » **Is there a critical and transparent discussion of evaluation results leading to an ongoing improvement of services?**

EXAMPLES

ROTTERDAM

As a partner of the Rotterdam Business Case, the University of Applied Sciences regularly undertakes research on the results of the project. This research does not specifically target migrant entrepreneurs, but the findings cover this population. In 2014, the university conducted a comprehensive study and sought to answer three main research questions:

- what are the business successes and failures of this particular group of entrepreneurs and what services are required to support them?
- what are the effects of the Rotterdam Business Case on the business sustainability and income development of this group?
- from which economic model will the Rotterdam Business Case acquire funds in the long run

DUBLIN

As part of its Integration Strategy 2016-2020, Dublin City Council included a review of the city's main integration strategies, policies and initiatives, including some related to migrant entrepreneurship. This ensures the consistent implementation of services directed towards inclusion.

BRIGHTON & HOVE

A new Economic Strategy (2018-2023) for Brighton and Hove City Council is being prepared within the context of the wider city region. The strategy will include a set of actions to support economic growth in the city. An equalities impact assessment is being produced which will ensure the strategy is inclusive and enable annual tracking and monitoring.



ENGAGE IN POLICY DIALOGUES BEYOND THE MUNICIPALITY TO SHAPE THE BROADER ENVIRONMENT FOR ENTREPRENEURS

The city engages in a dialogue with decision-makers at different governance levels, especially national, to communicate its priorities, build communities of interest with other cities and lobby to improve the overall business environment for local entrepreneurs, including migrants.

A city's success in promoting diverse entrepreneurship depends on decisions (laws, programmes, budgets) made at other levels of government. These factors (e.g. integration/employment policies, administrative requirements for businesses) can act as positive multipliers, but they may also hamper the city's strategy. If the city actively uses available forums to communicate its priorities to higher levels of government and coordinate with other cities, this can lead to a better alignment of policies.

GUIDE QUESTIONS

- » **Does the municipality analyse external threats and opportunities for its local businesses?**
- » **Does the city discuss with local stakeholders how these challenges could be mitigated, and by whom?**
- » **Does the city actively use platforms and forums to convey its priorities and concerns at higher levels of government?**
- » **Does the city seek to form communities of interest with other cities to lobby at higher levels of government?**

EXAMPLES

WOLVERHAMPTON

The Wolverhampton India Project was launched by Wolverhampton City Council, the University of Wolverhampton and local partners in 2007. It is an example of a city forging partnerships at different levels of government, and internationally, in order to boost entrepreneurship and strengthen economic ties with a prominent country of origin for many migrants in the city. <https://bit.ly/2J6PPWK>

BRIGHTON & HOVE

Brighton & Hove City Council is a member of the Greater Brighton Economic Board, together with five other local authorities as well as businesses and education providers. The board's aim is to bring growth and jobs to the Greater Brighton City Region for the benefit of everyone living in the region. It lobbies for greater investment to kick-start regeneration projects and for improvements in infrastructure and transport, selling the benefits of doing business in the area to a wider audience.

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

CONTEXT FACTORS	EXAMPLES OF WHAT THIS FACTOR MAY INVOLVE
POLITICAL SITUATION	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Whether there is significant funding potential from EU or other international funding institutions.
SIGNIFICANT INSTITUTIONAL / CORPORATE PRESENCE & INFLUENCE	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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. 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.



