

# Evaluation of the impact of the free movement of EU citizens at local level

## AN INVENTORY OF BEST PRACTICES

*January 2014*



**EY**

Building a better  
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*This inventory is an extract of the study on the evaluation of the impact of the free movement of EU citizens at local level which has been commissioned by the European Commission, DG JUSTICE. The information and views set out in this study are however those of the authors and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission's behalf may be held responsible for the use which may be made of the information contained therein.*

## An inventory of best practices

The research carried out in the six cities (Barcelona, Dublin, Hamburg, Lille, Prague and Turin) allowed to identify common issues met by EU mobile citizens when moving to a MS different from that of citizenship and the associated impacts on hosting communities, as well as the local policies and initiatives aimed at supporting newcomers and creating a society which is inclusive and respectful of diversity.

The importance of the following policies and related objectives should be pointed out:

- ▶ Removing barriers to mobility and to full inclusion of EU mobile citizens in the host communities, by providing **effective and accessible “welcome” services**, and by **tackling practical issues**, such as **difficulties in accessing relevant information**, or **language barriers**;
- ▶ Capitalizing on the **benefits of labour mobility and migration**, by ensuring effective employment services for migrant workers and proper recognition of their skills, and by helping them to realize their potential;
- ▶ Promoting educational policies which recognize and address diversity, by supporting the full inclusion of foreign children in schools, and fostering mobility, through exchange programs, and the development of intercultural skills and attitudes;
- ▶ Promoting **intercultural dialogue among people with different national backgrounds and developing a welcoming attitude** towards newcomers, by tackling discrimination, favouring the relationship and mutual understanding between newcomers and the host society;
- ▶ Enhancing the full participation of EU mobile citizens in the political and civic life of the host community, as well as their full exercise of the rights attached to EU citizenship, starting from the voting rights;
- ▶ **Monitoring and evaluating policies implemented**: the analysis of intra-EU mobility is strongly limited by the shortage of data. The implementation of local (and, in turn, regional and national) policies could be improved by strengthening the knowledge basis on the different aspects of the phenomenon, by collecting detailed data on patterns of intra-EU mobility, by evaluating the impact and effectiveness of the policies implemented, and by understanding the perceptions and attitudes of the citizens.

It is important to note that the extensive mapping carried out in the scope of this study allowed us to point out a vast range of policies and initiatives, implemented by both the local administrations and the social stakeholders, and aimed at addressing the issues and needs highlighted above. All the policies outlined in previous paragraphs, in relation to the economic and social impacts of mobility and migration, represent positive examples of the developments occurred at local level.

Furthermore, an attempt has been made to identify the best examples of effective or promising practices implemented in the six cities, based on the following criteria:

- ▶ **Innovation**: the policy measure/initiative has developed new and creative solutions;
- ▶ **Impacts at the local level**: the policy measure/initiative brings a positive and tangible impact;
- ▶ **Relevance with respect to the policy objectives** defined above;
- ▶ **Potential for replication**: the policy measure/initiative can serve as an inspirational framework for generating policies and initiatives in other cities and could be easily replicated.

These practices, summarized in the table below and presented in the paragraph that follows, should be seen as possible initiatives and means of intervention, focused on specific areas of action, which can complement the country-specific approach and overall strategy for inclusion of newcomers and enhancement of intra-EU mobility.

N	Policy area	Title of the policy measure/ initiative	City	Rationale for assessment	Innovation	Impacts at the local level	Relevance for policy objectives	Potential for replication
1	Education: fostering mobility	Barcelona University Centre	Barcelona	Use of a common platform for the provision of a wide set of services to international students.	H	M	M	L
2	Education: addressing diversity	Training for the Reception and Teaching of Immigrants	Barcelona	Training for teachers to Improve the offer of local educational services and take into account the multiculturalism of classes.	M	M	H	M
3	Education: fostering mobility	International Label	Lille	Intercultural module to enrich international exchange experience of national students.	H	L	H	H
4	Inter - cultural Dialogue and attitude towards migration: tackling discrimination	Anti-Rumours Strategy and Campaign	Barcelona	Multiple initiatives targeted at the specific city's rumours and stereotypes to be fought.	H	H	H	M
5	Inter - cultural Dialogue: promoting relationship and mutual understanding	Libraries for all	Prague	Transformation of libraries into multicultural and multilingual centres.	H	H	H	L
6	Removing language barriers	Tell me more	Dublin	On-line, interactive and multilingual language programme for basic and advanced learning.	M	M	H	H
7	Inter - cultural Dialogue and attitude towards migration: tackling discrimination	One city one people	Dublin	Planned and recurring series of intercultural events.	L	H	M	M
8	Monitoring and evaluating inclusion policies	Your Dublin, your voice	Dublin	Use of an on-line survey to gather views and opinions on the city's well-being.	H	H	H	H
9	Monitoring and evaluating inclusion policies	Migrants' Inclusion monitoring system - the Hamburg Integration Concept 2013	Hamburg	System of indicators and target values to assess the level of foreigners' inclusion in the city in a number of key areas.	H	M	H	L
10	Providing information and support to newcomers	Hamburg Welcome Centre	Hamburg	"One-stop shop" system approach to offering multiple services to foreigners in the city.	M	H	H	M
11	Attitude towards migration	We are Hamburg! Won't you join us?	Hamburg	Recruitment of foreigners in local Public Authorities to reflect the city's cultural diversity.	H	M	H	H
12	Capitalizing on the benefits of labour migration: Entrepreneurship	Start a business – Instructions for new citizens	Turin	Voluntary support to foreigners' entrepreneurship.	L	L	M	H
13	Participation in political life	Migrant Voters Campaign	Dublin	Pervading and multichannel communication campaign to promote foreigners' active participation.	H	H	H	H
14	Capitalizing on the benefits of labour migration: Employment	Employment for People from Immigrant Communities	Barcelona	A complete assistance for foreigners searching for an employment.	L	M	H	H
15	Capitalizing on the benefits of labour migration: Employment	Degree Recognition, Educational Training and Employment Services	Turin	Portfolio of services addressing all foreigners' needs in the access to the labour market (counselling and customised training).	M	M	H	H
16	Attracting IT talents to fill shortages in the local labour market	Make IT in Ireland	Dublin	<b>Private-funded</b> project acting as a job-matching platform to provide a <b>better balance between the supply and demand for digital and multi-lingual skills.</b>	H	H	M	H
17	Intercultural dialogue	Provaci ancora Sam!	Turin	Central government project, co-	M	H	H	H

N	Policy area	Title of the policy measure/ initiative	City	Rationale for assessment	Innovation	Impacts at the local level	Relevance for policy objectives	Potential for replication
		(Play it again Sam!)		founded by private stakeholder to <b>fight school drop outs</b> through social inclusion activities (47% of primary school pupils, and 87% of secondary school pupils are foreigners)				
18	Market labour rights information	Help them out of the crisis	Prague	<b>Information and support on labour regulation and workers' rights</b> for foreigners to improve their positioning in the <b>local job market</b> .	L	M	H	H
19	Welcome tools	"Newcomers" guide to Lille	Lille	A <b>guide</b> aimed at newcomers and their family to support them in the integration in the local community. The guide gathers information regarding: <b>Administrative procedures; Education; Getting around; Professional activity; Healthcare; Useful information; Culture.</b>	H	H	M	M
20	Language training	Faite Isteach (Welcome)	Dublin	Senior citizens volunteer (i.e. retired people) to <b>teach English to foreigners</b> , offering on average over a thousand hours of tuition each week.	M	H	M	H
21	Entrepreneurship	Barcelona Activa	Barcelona	Local agency for the promotion of entrepreneurship, employment and business competitiveness with an international perspective.	<b>M</b>	<b>H</b>	<b>H</b>	<b>M</b>

Where: L is "Low", M is "Medium", and H is "High".

## Detailed description of selected Best Practices

### 1. Barcelona University Centre (*Barcelona Centre Universitari*)

(<http://www.bcu.cat>)

#### CITY

Barcelona

#### POLICY AREA

Education: fostering mobility



#### LAUNCH

1997

#### DESCRIPTION

Barcelona Centre Universitari (BCU) was set up **to facilitate all aspects of non-academic life for the foreign university and scientific community** and to coordinate and direct all activities to promote Barcelona as an international university centre. BCU is a consortium that works with the Government of Catalonia, the Barcelona City Council, the Catalan Foundation for Research and Innovation and the Universities located in Barcelona. It represents a unique platform to coordinate, encourage, and drive necessary actions and initiatives to make life easier for foreign students outside the university. It offers many types of services to both incoming students and researchers, from the welcoming initiatives and safety tips, to the offer of accommodation and the organisation of cultural events and conferences.

#### FUNDING

Generalitat de Catalunya, Catalan Foundation for Research and Innovation; Barcelona Universities

#### RESULTS AND OUTCOMES

The Barcelona Centre Universitari is a key element in the promotion and development of Barcelona as a major university centre in Europe<sup>1</sup>. Today, the city is one of the preferred destinations for international and exchange students, and the BCU is crucial in assisting and helping them: according to students' feedback, BCU is an important help, facilitating their arrival, stay and leave, and it contributes to get students to choose Barcelona as the destination for their studies<sup>2</sup>.

#### CONDITIONS FOR TRANSFER

- ▶ Strong coordination among the actors to be involved (e.g., regional government, universities, etc.) and definition of key roles and responsibilities since the beginning to ensure the efficient provision of services;
- ▶ Analysis of the main flows of incoming students, identification of the main countries of origin and evaluation of students' needs, taking into consideration the local offer (e.g., accommodation, language courses, administrative procedures, etc.) and providing students with the most suitable services.

<sup>1</sup> See Barcelona Case Study for further data regarding the incoming flows of University students in Barcelona.

<sup>2</sup> <http://agenda.bcu.cat/>

## 2. Training for the reception and the teaching of immigrants

(<http://www.formaciocoordinadora.blogspot.com.es/>)

**FORMACIÓ** dels nous ciutadans:  
Llengua, cultura i participació

### CITY

Barcelona

### POLICY AREA

Education: fostering mobility

### LAUNCH

2011

### DESCRIPTION

A **comprehensive training for volunteers, organizations or professionals working in teaching second languages to foreigners** in Barcelona, which began in 2011 and, given the positive results, continued in 2012 and 2013. The training focus is to facilitate learning, but it also deals with other issues of interest for educators, such as legislative, cultural or religious issues. The aim is that the recipients get a cross-training in the field of education to foreigners, and can thus improve their teaching techniques and give greater attention to quality in the classroom. The proposed training addresses issues like: learning a language as an instrument of social cohesion, main cultures in the city, foreigners and participatory citizenship. As a new feature for the academic year 2013-2014, in addition to the open training, a post-graduate diploma is offered, divided into two modules: training in basic language skills, and different cultures in Catalonia: the cosmopolitan citizenship.

The training programme is managed by the Comissió de Formació (Training Committee) of Barcelona, which is composed of several institutions active in the field of education: Servei Solidari, EICA (Espai d'inclusió i Formació Casc Antic), Apropem-nos, PROBENS and Fundació Migra Studium.

### FUNDING

NA

### RESULTS AND OUTCOMES

The programme is now at its third edition and it has achieved encouraging results in terms of number of participants in the past editions. It contributed to the creation of a multicultural offer in the local education system, as proved by the fact that the number of foreign students in schools is progressively increasing.

### CONDITIONS FOR TRANSFER

- ▶ Analysis of foreigners in the city in terms of number, main communities, and local language knowledge needs in order to offer adequate trainings for professionals working in teaching language and supporting them in dealing with the main foreigner communities of the city;
- ▶ Communication of the initiative, explaining its characteristics and its potential benefits;
- ▶ Design of an assessment system to evaluate the effectiveness of trainings.

### 3- International Label

(<http://www.univ-lille1.fr/international/label-international>)

#### CITY

Lille

#### POLICY AREA

Education: fostering mobility



#### LAUNCH

2011

#### DESCRIPTION

*Label International* is a project launched by the University Lille 1 to **promote the intercultural awareness, the foreign language knowledge and the international mobility of its students through the provision of an International Label** that will be mentioned in the descriptive annex to the final diploma. In order to get the label, a student needs to complete a 30-hour Intercultural Module, to be enrolled in a mobility programme (study abroad or internship) and to obtain a B2 certificate in a foreign language.

The distinctive aspect of this project is the **Intercultural Module** that integrates the exchange programme in which students will or have already participated. Through specialized teachers, this Module provide students with the basics to understand differences among cultures and to adequately deal with them in their future professional life.

#### FUNDING

Université Lille 1

#### RESULTS AND OUTCOMES

This initiative, despite not being directly addressed to foreign students, positively contributes to the creation of an international context that could facilitate the inclusion of foreign students in Lille University. Label International is the first example of such an initiative in France, and received very positive feedback from participants. As a consequence, the programme has been extended to include administrative staff and professors, in order to support them in the management of the increasing number of foreign students choosing Lille 1 for their studies. Label International has recently received an award from the European Commission (in 2012)<sup>3</sup>, recognizing it as an innovative project in the field of teaching and learning languages approaches.

#### CONDITIONS FOR TRANSFER

- ▶ Analysis of the targets of the Intercultural Modules. Specifically, for national students it is relevant to point out the main countries of destination; for administrative staff/professors the main groups of international students in the university they have to deal with. The purpose is to identify specialised teachers to manage intercultural modules to adequately add value to the experience abroad of national students and effectively support administrative staff and professors;
- ▶ Guarantee of continuity between the students' international exchange experience and the Intercultural Module once back in Lille. The Intercultural Module should ideally take place a few weeks after the return of the student, in order to make it as effective as possible;
- ▶ Follow-up to the post-exchange experience, through the involvement of national students as key actors in welcoming international incoming scholars.

<sup>3</sup> <http://www.univ-lille1.fr/international/Flash-Infos?id=29107>



## 4.

**Anti rumours Strategy and Campaign (BCN antiRUMORS)**

(<http://bcnantirumors.cat/>)

**CITY**

Barcelona

**POLICY AREA**

Inter-cultural Dialogue and attitude towards migration: tackling discrimination

**LAUNCH**

2010

**DESCRIPTION**

The **Anti rumours Strategy of the City of Barcelona aims to fight the main rumours and stereotypes on cultural diversity spread throughout the city**. The strategy is enriched by an Anti-rumours Campaign to raise awareness in the local community on the situation of foreigners. The strategy and the campaign are developed by the Anti-rumours Network (*Xarxa Antirumors*), composed of the City Council and more than 200 organisations (ranging from neighbourhood resident associations to parents in the city's schools).

The strategy's main goal is to remove negative and unfounded rumours that have an adverse effect on the well-being of the city, working in conjunction with different social actors and organizations. In order to coordinate all the actions foreseen, the strategy introduces the role of the "Anti-rumour Agent", responsible for the implementation of specific activities and for the overall supervision. In line with the above mentioned main goal, the Anti Rumours Campaign aims at fighting stereotypes in a number of key areas such as retail, health, taxes, employment, social services and school, creating dedicating anti-rumour materials (e.g., leaflets and videos), addressing all Barcelona inhabitants.

Main Output: "Manual to combat rumours and stereotypes about cultural diversity in Barcelona", including 12 rumours to fight and a list of 35 anti-rumour activities categorized according to the type, the target group, the key stakeholders involved (e.g. cultural/education centres, theatres, private foundations, schools, libraries) and the objectives. More than 350 Anti-Rumours Agents were trained and the Barcelona City Council created a fund to finance activities supporting the Anti Rumours Campaign objectives.

**FUNDING**

Barcelona City Council

**RESULTS AND OUTCOMES**

This good practice has received EU recognition as it is a simple and effective way to build a more cohesive society and foster the inclusion of foreign population in the local community<sup>4</sup>. It will be extended<sup>5</sup> to four cities in the Spanish Network of Intercultural Cities (i.e., Sabadell, Getxo, Fuenlabrada and Tenerife), and other European cities have also expressed an interest in the strategy developed in Barcelona, especially those where cohabitation between different cultures is put to the test on a daily basis<sup>6</sup>.

**CONDITIONS FOR TRANSFER**

- ▶ Analysis of the foreigners' situation in the city, identifying main rumours and stereotypes to be fought;
- ▶ Wide engagement of key local actors (e.g. public service companies, associations, NGOs, etc.) in the design and implementation of the strategy and the campaign in order to raise their potential for success;
- ▶ Strong communication effort to give visibility to and raise awareness about the Anti Rumours initiatives;
- ▶ Enrolment of volunteers to be trained as Anti-Rumours Agents;
- ▶ Creation of data collection tools (e.g. surveys, questionnaires), and of an evaluation and monitoring system in order to assess the progress of the strategy and the impacts of the campaign.



<sup>4</sup> [http://ec.europa.eu/ewsi/en/practice/details.cfm?ID\\_ITEMS=28379](http://ec.europa.eu/ewsi/en/practice/details.cfm?ID_ITEMS=28379)

<sup>5</sup> <http://www.elmundo.es/elmundo/2013/05/19/paisvasco/1368961195.html>

<sup>6</sup> <http://www.uclg-cisdp.org/en/news/latest-news/barcelona-anti-rumours-network>

## 5. Libraries for all – European Strategy for Multicultural Education (ESME)

(<http://www.librariesforall.eu/en/local-projects/multicultural-center-prague>)

### CITY

Prague

### POLICY AREA

Inter- cultural dialogue and attitude towards migration: tackling discrimination



### LAUNCH

2008

### DESCRIPTION

The Prague project is part of the wider European project “Libraries for all – a European Strategy in Multicultural Education” and aims at **changing the city public libraries into multicultural and multilingual centres providing services which take into account foreigners’ needs.**

The project is run by the Multicultural Centre of Prague (MCC) and by the Municipal Library of Prague (MLP), and it has three main target groups: foreigners, adults and children, but also librarians and library visitors. An Advisory Board composed of foreigner representatives has informed libraries about the needs and wishes of foreigner communities and has advised them with regard to potential multicultural library services. Libraries have thus created several **new services and initiatives tailored to foreigners’ needs** (e.g., books in foreign languages, ‘low threshold’ course of Czech language, two Infopoints for foreigners, computer training for foreigners, etc.). New services for foreigners were communicated in brochures translated in seven languages. An additional aspect of the project is the **training of library staff**, through seminars (on intercultural communication techniques and examples of good practices), and practically-oriented workshops<sup>7</sup>. The main result of the project is a manual which provides comprehensive information on new approaches to multicultural education in libraries<sup>8</sup>.

### FUNDING

EU-Lifelong Learning Programme - GRUNDTVIG (Adult Education) (75%) and own resources and funding of the partner organisations (25%).

### RESULTS AND OUTCOMES

The project created manifold advantages for different groups: the libraries that could actively contribute to the inclusion of foreigners, foreigners that considerably profited from the new library services and the local community that have experienced their own region’s cultural diversity. In the Municipal Library of Prague, the Czech language courses were visited by twice the number of students than similar courses offered in different parts of Prague by the Centre for the Integration of Foreigners (CIC) (616 participants, 378 attended the courses regularly); the library website and the info points were visited by foreigners to a greater extent and 1,715 new library cards (readers without Czech citizenship) were issued during the project<sup>9</sup>.

### CONDITIONS FOR TRANSFER

- ▶ Analysis of the foreigners in the city, main groups, their level of inclusion and their characteristics (e.g., level of local language knowledge);
- ▶ Design of a coherent set of services to meet different clients’ needs, identifying where (which libraries in the city) and how (e.g., online, one-to-one meetings, workshops, etc.) to provide these services;
- ▶ Creation of an information campaign to promote and raise awareness about the new services provided;
- ▶ Set up of monitoring activities to assess the progress, the customer satisfaction and the global service efficiency. Moreover, the system should support the identification of new needs and could suggest changes in the services provided.

<sup>7</sup> Ibidem

<sup>8</sup> <http://librariesforall.eu/en/products>

<sup>9</sup> [http://ec.europa.eu/ewsi/en/practice/details.cfm?ID\\_ITEMS=17152](http://ec.europa.eu/ewsi/en/practice/details.cfm?ID_ITEMS=17152)

## 6. Tell me more – Language Learning Programme

([http://www.dublincity.ie/RecreationandCulture/libraries/Library%20Services/learning\\_with\\_our\\_library/Pages/tellmemore.aspx](http://www.dublincity.ie/RecreationandCulture/libraries/Library%20Services/learning_with_our_library/Pages/tellmemore.aspx))

**CITY**  
Dublin

**SECTOR OF THE POLICY**  
Removing language barriers

**LAUNCH**  
2009

### DESCRIPTION

Tell Me More (TMM) is an **internet based language programme** provided by Dublin City Public Libraries and administered by the Open Learning Centre (OLC) in the Central Library. Courses are available for learning English, French, Italian, Spanish, Dutch, and German, through 19 interface languages, including Portuguese, Polish, Hungarian, Slovak, and Russian. Students can work on their speaking, listening, writing and grammar skills, through examples of everyday or professional situations, and can access real Euronews videos. Learning tasks are individually tailored to students' needs, on the basis of an initial "skill assessment".

Students can track their progress via the '**My Statistics**' section, which gives them a summary of the work done and a record of their progress showing completed activities and success rates. This is possible thanks to the constant monitoring on the part of the OLC staff. To take part in the programme, interested people need to have library membership and, if needed, a licence to use the program virtually.

### FUNDING

Tell Me More is sponsored by the Social Integration Office of the Dublin City Council, the Department of Integration, RAPID, and Aurolog ParisDublin. The programme has received endorsement from the Council of Europe.

### RESULTS AND OUTCOMES

Tell Me More has been very well received and, owing to its strong system of monitoring, evaluation and outreach, it is progressively expanding. The programme caters to more than 2,500 non-Irish nationals. Specifically, the programme counted 2,790 participants in 2010: 23% was from EU Member and, globally, 113 nationalities were represented. Furthermore, 62% of participants were between 25 and 50 years of age<sup>10</sup>.

A high proportion of foreigners participated in the Tell Me More programme with the aim of obtaining the IELTS certificate (so as to gain entry to higher education or registration in a professional body) or the TOEIC certificate (to easily access the labour market). In this way, this programme supports an often neglected group of language learners: qualified foreigners wishing to up-grade their qualification or have their professional qualification recognised in Ireland<sup>11</sup>. Moreover, the project may improve educational opportunities for foreign students in schools with disadvantaged status and comparatively low levels of language learning<sup>12</sup>.

### CONDITIONS FOR TRANSFER

- ▶ Analysis of foreigners in the city (e.g., incidence on the local community, level of knowledge of local language, aptitude in learning the local language) to define the most appropriate customizations;
- ▶ Communication of the initiative, explaining its characteristics and its potential benefits;
- ▶ Design of a skill assessment tool to identify the starting level and monitor students' progress.



<sup>10</sup> Slovak, P. and McCafferty I. (2012), Monitoring Integration in Dublin City: Challenges and Responses. Full Report March 2012.

<sup>11</sup> Ibidem

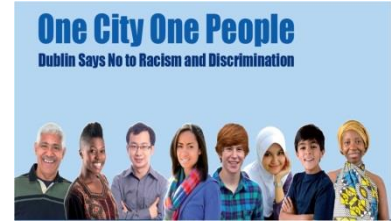
<sup>12</sup> Ibidem

## 7. One City One People

(<http://www.dublin.ie/arts-culture/one-city-one-people.htm>)

**CITY**  
Dublin

**POLICY AREA**  
Inter-cultural Dialogue and attitude towards migration: tackling discrimination



**LAUNCH**  
2010

### DESCRIPTION

**This initiative** firstly launched in 2010, and then repeated in 2011 and 2012, by the Dublin City Council (Office for Integration) **aims to foster inclusion and integration of the city's foreign population through a set of intercultural events** (e.g., exhibitions, concerts, seminars, workshops, guided tours, sport competitions, etc.). All the events promote the image of Dublin as an open city, respectful of the difference and valorising the intercultural profile of its inhabitants. The wide engagement of all the city key actors is a distinctive trait of this initiative. As an example, since evidence suggested that many discrimination incidents occur in public transport arenas, the involvement of public transport companies was secured, and vehicles were used to promote the message of anti-racism. This initiative also offered a forum to discuss developments and future actions for foreigners' inclusion policies in the city.

### FUNDING

Dublin City Council and the Integration Office of Ireland.

### RESULTS AND OUTCOMES

The project is an integrated part of the wide set of policies and initiatives implemented at the local level by the Dublin City Council to foster foreigners' inclusion and it strongly contributes to strengthening the multicultural image of the city. Among the cities analysed, Dublin is indeed the one with the highest share of EU mobile citizens (with respect to the total number of foreigners). Moreover, diversity and inter-culturality are enhanced and considered a good thing for the city by a large majority of inhabitants<sup>13</sup>. This element, together with the positive attitude of citizens, has been built through and thanks to policies like One City One People. In particular, the success of this initiative has contributed to Dublin City Council's decision to repeat the initiative in the next years.

### CONDITIONS FOR TRANSFER

- ▶ Analysis of the foreigners in the city, in order to understand migration and inclusion patterns and identify main issues to be addressed through dedicated events;
- ▶ Engagement of key local actors and strong coordination among them in order to define a coherent programme and efficiently implement all the planned events;
- ▶ Wide communication of the events, as their success is strictly linked to the level of involvement of the local community.

<sup>13</sup> See Dublin Case Study, in particular the paragraph on "Attitude towards migration" for further details on nationals' and migrants' perceptions.

## 8. Your Dublin Your voice

(<http://www.dublincity.ie/PRESS/DCCPRESSPACKS/YDYV/Pages/YourDublinYourVoice.aspx>)

### CITY

Dublin

### POLICY AREA

Monitoring and evaluating inclusion policies



### LAUNCH

2010

### DESCRIPTION

“Your Dublin, Your Voice” is an on-line survey addressing all Dubliners and visitors, whose aim is to collect opinions and views on general well-being in the city. The project seeks feedback and suggestions on a range of issues that could impact the quality of life in Dublin, such as: living/working and studying in Dublin (e.g., asking if Dublin could be considered a good place to study), personal experience of Dublin (e.g., considering diversity a good thing for the city), feelings about neighbourhoods (e.g., being happy and feeling safe in one’s own neighbourhood); and personal perception about Dublin (e.g., the best and worst things about the city)<sup>14</sup>.

This is an initiative of the four Dublin Local Authorities representing the Dublin County.

### FUNDING

Dublin City Council (Office for International Relations and Research).

### RESULTS AND OUTCOMES

The initiative has been well received since the beginning, with almost 2,300 respondents to the first survey, representing some 60 nationalities, with British, French, Polish, and Italian as the main groups<sup>15</sup>. Indeed, since 2010, surveys have been launched every year. Moreover, the use of the internet in the delivery of the survey, and the analysis of its results makes “Your Dublin, Your Voice” a highly cost effective mechanism for public sector decision makers to engage with citizens in order to drive change for the region<sup>16</sup>.

“Your Dublin, Your Voice” survey is one of the rare sources of information that provide some insight as to the perception of Dublin among non-Irish communities<sup>17</sup>. The panel now boasts around 4,000 members representing men and women of all ages and backgrounds of more than 50 nationalities and hailing from every county in Ireland<sup>18</sup>. The opinions collected in the first surveys, for instance, have brought the city to secure action among agencies on anti-social behaviour concerns, and to inform policy makers and businesses about the leisure industry sector and confirm the need to develop a Digital Masterplan for Dublin<sup>19</sup>.

### CONDITIONS FOR TRANSFER

- ▶ Strong knowledge of the city, of its assets and its development goals in order to design a survey whose results could effectively support and feed the public decision making process;
- ▶ Analysis of foreigners in the city and identification of the main inclusion issues, in order to design a proper survey and build a panel able to reflect the city’s cultural diversity;
- ▶ Use of an easy and accessible tool to carry out the survey;
- ▶ Multichannel communication campaign to inform citizens about the initiative, stressing its importance and its potential benefits;
- ▶ Definition of a monitoring and evaluation system, to systematically measure the attitude towards inclusion, and raise awareness about the well-being of the city among the population.

## 9. Migrants' Inclusion Monitoring System – the Hamburg Integration Concept 2013

<sup>14</sup> [http://www.dublincity.ie/Press/dccPressPacks/YDYV/Documents/YourDublinYourVoice\\_TopLineResults%20April%202011.pdf](http://www.dublincity.ie/Press/dccPressPacks/YDYV/Documents/YourDublinYourVoice_TopLineResults%20April%202011.pdf)

<sup>15</sup> See Dublin Case Study for further details on the results of the 2010 survey.

<sup>16</sup> <http://www.creativedublinalliance.ie/projects/your-dublin-your-voice/>

<sup>17</sup> Slovak, P. and McCafferty I. (2012), Monitoring Integration in Dublin City: Challenges and Responses. Full Report March 2012.

<sup>18</sup> <http://www.dublincity.ie/PRESS/DCCPRESSPACKS/YDYV/Pages/YourDublinYourVoice.aspx>

<sup>19</sup> <http://www.informer.ie/YourDublinYourVoice.asp>

(<http://www.hamburg.de/integration/service/115238/integrationskonzept.html>)

#### CITY

Hamburg

#### POLICY AREA

Monitoring and evaluating inclusion policies



#### LAUNCH

2013

#### DESCRIPTION

In 2013, the Hamburg Integration Council developed a **new Integration Concept, which promotes social inclusion and integration as a cross-sectoral issue** and encourages an open approach involving all the relevant stakeholders (e.g., administration, social institutions, day care centres, schools, associations, businesses, etc.). Within this strategic framework, foreigner integration includes three main aspects: welcoming culture, diversity and cohesion. The 2013 Concept introduces<sup>20</sup> for the first time a **set of indicators and target values to measure and assess the progress for all central topics of integration**. These indicators include:<sup>21</sup>

- ▶ Number of naturalizations;
- ▶ Foreigner high-school graduates with higher education entrance qualification per year;
- ▶ New participants to integration courses;
- ▶ Foreign and non-foreign student success rate in universities and in dual education;
- ▶ Foreigner employment/unemployment rate;
- ▶ Number of foreigners working in Public Authorities;
- ▶ Discrimination in the provision of public services.

Within the set of indicators, there is a specific focus on **housing**, which is deemed to be a key issue for social inclusion. The following related aspects are observed: equal access to public housing, improvement of housing assistance and the information services of housing-related issues. The overall objective of the Integration Concept is to create an affordable housing market, and to foster good coexistence in the city. To this end, a number of additional initiatives will be planned, like workshops led by technical authorities and housing industries with the involvement of foreigner organisations, to provide a forum to discuss and deal with the obstacles in the provision of housing to foreigners.

The indicators will be controlled annually or bi-annually, with data provided by different actors who are supposed to upload it onto a share-point platform. However, the procedures for the monitoring processes are still under construction<sup>22</sup>.

#### Professional Strategy for Hamburg

In line with the Integration Concept, a four-pillar Professional Strategy for Hamburg was introduced in 2013, with the aim to address the increasing need for skills of the city of Hamburg. It consists of an overall strategic framework and a list of policy fields (e.g., housing, education, family and equal opportunities) to be addressed to achieve the foreseen objectives. The four pillars are:

1. Qualifying professionals (e.g., increase the mobility of the education system);
2. Make use of and protect the labour force potential (e.g., increase the labour participation of young persons, integrate persons with a migrant background);
3. Win new professionals from within- and outside Germany and improve the Welcome Culture (e.g., empower foreigners living in Hamburg as professionals);
4. Enhance the attractiveness of the labour conditions (e.g., health and security, adequate monetary compensation).

The strategy has been designed also to satisfy the needs for professionals in companies outside the administrative borders of Hamburg, experiencing problems such as a lack of skilled labour force, and attractiveness for new professionals or qualifications.

#### FUNDING

No new budget has been allocated to the implementation of the new integration concept so far, but there are existing budgets in each of the Administration's (Behörden) annual budgetary framework dedicated to integration and also other funds allocated to integration

<sup>20</sup> See the Hamburg case study, paragraph "Management of migration and inclusion policies in city" for further details on the content of the New Hamburg Integration Concept.

<sup>21</sup> <http://www.hamburg.de/contentblob/128792/data>

<sup>22</sup> Hamburg Free Movement Focus Group

measures. Additional resources can be obtained from European funds (e.g., the ESF, the new AMF). The new concept is designed in a way that generally leaves it up to the relevant departments and districts to define how they will achieve the targets measured by the indicators.

### **RESULTS AND OUTCOMES**

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The Integration Concept is the key element of the new integration approach of Hamburg. It will be possible to observe outcomes in a few years; nonetheless, the definition of measurable objectives and the introduction of a set of monitoring indicators are likely to give Hamburg a new asset to improve foreigners' inclusion at the local level.

### **CONDITIONS FOR TRANSFER**

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- ▶ Analysis of the foreigners' situation in the city (e.g., main communities, main obstacles to inclusion, etc.), to identify the areas to be address to improve their inclusion;
- ▶ Engagement of key local actors for the design of the strategy in order to gather their commitment;
- ▶ Definition of roles, tasks and responsibilities among the actors involved (e.g., local administrations, experts, local associations, etc.) for an effective implementation of the strategy;
- ▶ Definition and set up of a monitoring and evaluation system, including objectives, targets and qualitative and quantitative indicators. Particular attention should be paid to the data collection phase, as often data is not easily available at the local level.

## 10. Hamburg Welcome Centre

(<http://english.hamburg.de/welcome-center/>)

### CITY

Hamburg

### POLICY AREA

Providing information and support to newcomers

### LAUNCH

2007

### DESCRIPTION

The Welcome Centre is a **multi-purpose facility, promoted and managed by the Senate, to help foreigners in getting comfortable with the city and obtain complete information** and adequate orientation with respect to the services and the opportunities offered by the City.

Most of the information provided by the Centre (online, through printed brochures or personal advice) relates to: accommodation, schooling, studying, local administration services for foreign qualified executives and students, employment, family and childcare. The Centre also offers information services for foreign entrepreneurs/companies who choose to set up their activities in the area.

The Welcome Centre continues to improve its services and adapt them to the needs of new residents, thanks to a continuous assessment system (i.e., customer satisfaction surveys) that allows the Centre to measure the effectiveness of its offer. In addition, through the **Welcome Club** newcomers could meet with locals on a monthly basis to get practical basic information about the city.



### FUNDING

Free and Hanseatic City of Hamburg

### RESULTS AND OUTCOMES

The Welcome Centre is an example of a successful inclusion initiative. Indeed, the number of services provided has increased, as well as the number of contacts with newcomers (in 2009 the Centre had an average of 60-70 visitors a day)<sup>23</sup>. In the first two years, evidence from the periodic assessment was very encouraging, showing a high level of satisfaction among final users, and a high consideration of advice given<sup>24</sup>. The importance of the initiative was also recognized by both other cities, interested in creating similar centres, and the Federal Government, underlining how the Hamburg Welcome Centre represents an outstanding example of welcome culture<sup>25</sup>.

### CONDITIONS FOR TRANSFER

- ▶ Analysis of the foreigners' situation in the city: what are the main groups, what are their main characteristics, obstacles and needs, in order to identify and customise the most suitable services to provide to newcomers;
- ▶ Engagement of all local actors (e.g., associations, NGOs, etc) active in foreigners' welcoming activities for the design of the Centre and its service portfolio;
- ▶ Strong coordination between all actors involved, both public and private, in order to design the Centre according to a "one-stop-shop" principle, able to provide all the needed information;
- ▶ Communication of the initiative: making the Centre visible and renowned as the main point where to find information, help, and assistance;
- ▶ Design of a customer satisfaction system (e.g. through questionnaires) to assess the effectiveness and the quality of services.

<sup>23</sup> [http://en.eumobilitynet.info/archivos/17\\_hwc\\_hamburg\\_en.pdf](http://en.eumobilitynet.info/archivos/17_hwc_hamburg_en.pdf)

<sup>24</sup> Ibidem

<sup>25</sup> <http://www.bundesregierung.de/Content/DE/Pressemitteilungen/BPA/2012/07/2012-07-10-boehmer-hamburg.htm>



## 11.1 We are Hamburg! Won't you join us? (*Wir sind Hamburg! Bist Du dabei*)

(<http://www.hamburg.de/bist-du-dabei>)

### CITY

Hamburg

### POLICY AREA

Attitude towards migration

### LAUNCH

2006

### DESCRIPTION

"We are Hamburg! Won't you join us?" is a **campaign launched to promote intercultural openness in local Public Authorities and to recruit and involve young foreigners in the Hamburg public service training system**. The relevance of the policy becomes even more evident considering that the local Public Administration should reflect the city's cultural diversity.

Every year the Hamburg public service department offers more than 500 training places in six different occupational fields, namely general administration, law courts, prison, police, fire service and tax authority. The initiative was widely communicated through multilingual brochures in Turkish, Russian and German, including information on how to apply, required qualifications, and eligibility criteria. In addition, multilingual flyers were distributed to foreigner organisations, describing the city's recruitment goals and outlining the various training opportunities available for young foreigners.

### FUNDING

Senate of the Free and Hanseatic City of Hamburg.

### RESULTS AND OUTCOMES

Results were rather encouraging. At the starting point in 2006, 5.2% of the candidates recruited for training within the city administration were of foreigner origin, and their number doubled in 2007. Thanks to marketing and media campaigns, the percentage of trainees and apprentices with a foreigner background increased to 15% in 2010<sup>26</sup> and 16.5% in 2011<sup>27</sup>. The most represented countries of origin were Poland, Russia, Turkey and Kazakhstan.<sup>28</sup>

### CONDITIONS FOR TRANSFER

- ▶ Analysis of the city to understand the cultural diversity and foreigners' professional profiles;
- ▶ Coordination and strict collaboration with foreigners organisations, to promote and raise awareness about the initiative;
- ▶ Design a training programme in line with foreigners' profiles.



<sup>26</sup> [http://citiesofmigration.ca/good\\_idea/we-are-hamburg-wont-you-join-us/](http://citiesofmigration.ca/good_idea/we-are-hamburg-wont-you-join-us/)

<sup>27</sup> See Hamburg Case Study for further details on migrants' involvement in Public Authorities.

<sup>28</sup> [http://www.eukn.org/E\\_library/Social\\_Inclusion\\_Integration/Social\\_Inclusion/%E2%80%9CWe\\_are\\_Hamburg\\_Won%E2%80%99t\\_you\\_join\\_us\\_%E2%80%9D](http://www.eukn.org/E_library/Social_Inclusion_Integration/Social_Inclusion/%E2%80%9CWe_are_Hamburg_Won%E2%80%99t_you_join_us_%E2%80%9D)

## 12.1 Start a business – Instructions for new citizens (*Fare Impresa – Istruzioni per i nuovi cittadini*)

(<http://www.to.camcom.it/fareimpresa>)

### CITY

Turin

### POLICY AREA

Capitalizing on the benefits of labour migration: Entrepreneurship



### LAUNCH

2007

### DESCRIPTION

The project, developed by the Turin Chamber of Commerce and Industry, the Turin Tax Office and the Turin Social Security Office, aims to provide **support, advice and answer to difficulties encountered by foreigners in the process of starting a new business** and in their contact with the local Public Administration offices.

Within this project, the promoters designed "**Start a business course**", a **free dedicated course for foreigners** (i.e., Romanians and TCNs), targeting those who already are, or want to become, entrepreneurs in the city. The purpose is to provide foreigners with information and the basic knowledge to interact with Public Administration offices and to comply with fiscal and administrative obligations. The course also gives information on how to start a business, how to register at the Chamber of Commerce and how to obtain loans and funding.

### FUNDING

INPS Turin, Turin Chamber of Commerce and Industry, and Turin Tax Office.

### RESULTS AND OUTCOMES

Foreign entrepreneurs – and EU mobile citizens in particular – strongly increased in the Turin province, and the foreigners' entrepreneurial activities have become more and more relevant in the area, creating thousands of new jobs<sup>29</sup>. An important contribution to this increasing role of foreign entrepreneurs is given by the set of programmes and projects of the Turin Chamber of Commerce and Industry addressing their needs when starting a new business, like the "Start a new business" project. This initiative has achieved strong success in the area, as demonstrated by the fact that "Start a new business" counsellors and teachers are increasingly requested by local authorities willing to involve them in parallel projects (e.g., the Informagiovani).

### CONDITIONS FOR TRANSFER

- ▶ Knowledge of foreigners' labour and entrepreneurial market in order to give the most suitable and adequate advice to foreigners willing to launch their own entrepreneurial activities;
- ▶ Availability of experts (administrative, business and legal) volunteering to give assistance and information to foreigners.

<sup>29</sup> See the Turin case study for further details on migrant entrepreneurship.

## 13.1 Migrant Voters Campaign

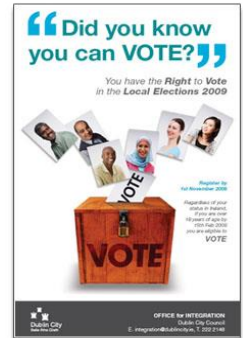
(<http://www.dublincity.ie/PRESS/PRESSRELEASES/PRESSRELEASES2008/OCTOBER2008/Pages/MigrantVotersCampaign.aspx>)

### CITY

Dublin

### POLICY AREA

Participation in political life



### LAUNCH

2008

### DESCRIPTION

A Campaign launched in 2008 by the Dublin City Council, with the aim to **raise awareness among foreign communities of their voting rights in the municipal elections and the importance of voting**. The campaign also provided information on the practical steps (i.e., registration and voting procedure) on how to actually cast a ballot on Election Day. Information was given through various channels, such as posters translated in over 25 languages, including Polish, Lithuanian, Arabic, Chinese and Spanish<sup>30</sup>.

Together with the multi-lingual education campaign, the initiative included also a “**Train the trainer**” programme, to train grassroots community activists for group training sessions addressing foreigners on voting procedures. Once the training was finished, activists delivered voters’ education courses across the city in local community centres and places used by foreigners.

### FUNDING

Dublin City Council

### RESULTS AND OUTCOMES

The initiative was considered a significant step in terms of the City of Dublin’s commitment to foreigners’ inclusion and was widely appreciated in the local foreigners’ communities that have been involved. Indeed, the Federation of Polish Organisations recognised the importance of the campaign to inform foreigners of their right to vote.

The campaign convinced a number of foreigners to register to vote. In particular, the number of EU mobile citizens registered to vote in Dublin local elections increased, doubling from 2004 to 2009<sup>31</sup> (even though the increase was not as significant as some would have expected).

### CONDITIONS FOR TRANSFER

- ▶ Analysis of the migrant communities, to understand how many and who should be addressed by the initiative, in order to plan and design the most appropriate campaign;
- ▶ Coordination of communication efforts with local foreigners’ associations;
- ▶ Availability of volunteers and activists to be trained to assist and inform foreigners;
- ▶ Design of a multiple-channel communication strategy, to raise awareness throughout the local community.

<sup>30</sup> [http://citiesofmigration.ca/good\\_idea/did-you-know-you-can-vote-cities-and-democracy-at-work/](http://citiesofmigration.ca/good_idea/did-you-know-you-can-vote-cities-and-democracy-at-work/)

<sup>31</sup> See Dublin Case Study for further details on migrants’ electoral activity.

## 14. Employment for People from Immigrant Communities (EPIC)

(<http://www.bitc.ie/employment-programmes/employment-for-immigrants/>)



### CITY

Dublin

### POLICY AREA

Capitalizing on the benefits of labour migration: Employment

### LAUNCH

2006

### DESCRIPTION

EPIC is a **free programme supporting adults** from EU states entitled to work in Ireland and those from non-EU states with stamp 4<sup>32</sup> to **secure employment, training and education in Ireland**.

EPIC provides six weeks of classroom-based training, plus ongoing individual support in order to improve foreigners' job seeking skills. The **six week training module** includes: Pre Employment and English for Work Training, Interview Skills Training, Living and Working in Ireland Training, IT Skills Training, Using Social Media to find employment. Moreover, **Training and Employment Officers (TEOs)** with expertise and wide experience in career advice and job placement, provide one-to-one support sessions on the various steps for seeking new employment or education. TEOs support also with CV and interview preparation, psychometric testing, coaching for interviews as well as working with the participant to source and secure further education or employment.

EPIC is implemented by Business in the Community Ireland with the cooperation of BT, CPL, Ericsson, Matheson and Bank of Ireland as key business partners for this initiative. EPIC also works with Cairde, Citizens Information Service, Dublin City North Volunteer Centre, The Equality Authority and the INOU. All partners provide their expertise for the training, as well as work placements for foreigners.

### FUNDING

The EPIC programme is funded by the Office for the Promotion of Migrant Integration (formerly the Office of the Minister for Integration) under the Department of Justice and Equality and co-financed under the European Social Fund Human Capital Operational Programme 2007-2013

### RESULTS AND OUTCOMES

EPIC brings relevant benefits to foreigners in terms of improving their English, their job seeking skills, raising their motivation and confidence, increasing their understanding of Irish culture and the work environment, building their networks and promoting overall social inclusion.

In Dublin, EPIC has impacted the lives of over 1,300 people from 95 nationalities and 69% of clients have found jobs or entered training or are volunteering<sup>33</sup>.

### CONDITIONS FOR TRANSFER

- ▶ Knowledge of foreigners' profiles in terms of: skills, country of origin, level of knowledge of the local language, in order to provide them with the most suitable training module and recruit the most appropriate Training and Employment Officers to advise clients;
- ▶ Availability of Training and Employment Officers with expertise and wide experience in career advice and job placement able to deal with foreign clients;
- ▶ Design of a monitoring system, to assess (and support) the foreigners' experience accessing the labour market.

<sup>32</sup> Stamp 4 is given to a person who is allowed to stay in Ireland until a specified date (i.e., Non EEA family member of an EEA citizen, Non EEA spouse of Irish citizens, refugees, Non-EEA person granted family reunification under the Refugee Act 1996, Programme refugee, Non-EEA parent of Irish citizen child where parent was granted permission to remain in the State, Non-EEA family member of EU citizen where family member qualifies under the European Communities-Free Movement of Persons-No. 2-Regulations 2006).

<sup>33</sup> <http://www.bitc.ie/employment-programmes/employment-for-immigrants/>

## 15.1 Degree Recognition, Educational Training and Employment Services (*Extra Titoli in Barriera and Cantieri di Lavoro*)

([http://www.comune.torino.it/urbanbarriera/lavora/extra-titoli.shtml#\\_UffAcflM8oI](http://www.comune.torino.it/urbanbarriera/lavora/extra-titoli.shtml#_UffAcflM8oI))

### CITY

Turin

### POLICY AREA

Capitalizing on the benefits of labour migration: Employment

### LAUNCH

2012

### DESCRIPTION

The project “Extra Titoli in Barriera” addresses Romanians, Bulgarians as well as TCNs), offering **advice in the procedure of recognition of the education titles awarded in the country of origin and providing educational training programmes**. More specifically, the project offers foreigners tailored counselling activities about the recognition of degrees and qualifications, and about the necessary procedures, as well as information and support towards the continuation of education or professional courses, orientation towards other support networks, and orientation towards training and working opportunities existing in the area, with the final aim of facilitating foreigners’ access to the labour market, in the most suited sector and position. Beneficiaries should be of working age, with a high school diploma or higher education degree and should reside in the city of Turin. The service is implemented through an open “help desk”, and back-office activities, managed by expert and skilled officers, with the aim of supporting beneficiaries throughout the entire process. This project is included in a wider set of initiatives to foster foreigners’ employment, developed by the Turin Municipality. Another relevant project is “**Cantieri di Lavoro**” (Labour Integration Projects), which aims at promoting the temporary inclusion of unemployed citizens (both nationals and foreigners, EU mobile citizens and TCNs) in administrative and low-skill technical activities. The project also provides orientation and training activities, to help unemployed people to find a job<sup>34</sup>.

### FUNDING

Extra Titoli in Barriera is part of the UrbanBarriera project, funded by the Piedmont Regional Government through the European Regional Development Fund (ERDF), and by the Municipality.

### RESULTS AND OUTCOMES

Since its inception, Extra Titoli in Barriera has worked with foreigners from more than 30 nationalities. Specifically, concerning the recognition of professional and educational qualifications, 28% of the 203 users in 2012 were Romanian<sup>35</sup>, this being the largest group of foreigners using the service. On the contrary, in the area of training programmes, TCNs are more involved, due to the fact that they usually experience worse occupational and working conditions than nationals and EU mobile citizens. The service is almost the only one of its kind, bar a couple of similar initiatives in Lombardy Region, and represents a successful example of Turin policies in the employment field.

### CONDITIONS FOR TRANSFER

- ▶ Knowledge of the different foreigners’ communities in the city in terms of characteristics, skills, and educational background. A sound knowledge of the various education systems of the countries of origin of the main foreigner communities is needed to adequately perform the recognition service.
- ▶ Availability of experts and trainers with knowledge of the labour market to facilitate foreigners’ inclusion;
- ▶ Design of a monitoring system, to assess (and support) the foreigner’s experience in accessing the labour market.



<sup>34</sup> <http://www.comune.torino.it/lfs/pag/p7.html>

<sup>35</sup> [http://issuu.com/urbanbarriera/docs/cdb\\_02\\_settembre2012?e=5315660/2569111](http://issuu.com/urbanbarriera/docs/cdb_02_settembre2012?e=5315660/2569111)

## 16.1 Make IT in Ireland

(<http://makeitinireland.com/>)

**CITY**  
Dublin

### **POLICY AREA**

Attraction of talents and workers in the IT sector: Employment

### **LAUNCH**

2012

### **DESCRIPTION**

Make IT in Ireland is a private service, an industry-led initiative to help existing enterprises to grow; it aims at providing a solution to shortages in the ICT field, by bringing people in from other countries that can do the jobs that are being offered. The basic principle is that the “raw material” of all ICT businesses is human capital. The initiative, thus, supports ICT companies to grow, by helping provide a better balance between the supply and demand for digital and multi-lingual skills, by promoting the region (Ireland in this case) and attracting the right people from distant EU regions.

The project uses some of the technology from Zartis<sup>36</sup> and social media to let people in Europe who have an interest in the ICT sector know about the possibilities that are available in Ireland for employment and career progress. The website Make IT in Ireland, on the one hand, promotes the job and business opportunities available in Ireland in the ICT sector. On the other hand, it provides a range of information about living and working in Ireland's tech sector, working as a kind of one-stop-shop for people wishing to move in the country. It is based on user generated content to populate a map of Ireland showing all the technology companies in the country. The website Make IT in Ireland provides links to the companies' career's sites from this map. This allows foreigners find and apply for roles in companies from one single point. Individual are allowed to submit their CV into a CV database; any of the recruiters from the participating companies can log in and see those CVs. There is no charge to the company or the job seeker for this service.

### **FUNDING**

All of the funding is private, coming from large multinational software companies including Facebook, Google, Twitter, Microsoft and others. In total 20 companies were involved in funding.

### **RESULTS AND OUTCOMES**

Over 40,000 visited the site and hundreds of thousands heard about it through TV, radio, print and online. Based on a test period of 6 weeks, the last data shows that the website received 400 CVs. Almost all of them were from IT professionals. According to estimates provided by Make IT in Ireland, every job that the project helps to fill results in an average salary of €47,000 being paid. This results in a **multiplier effect in the local economy** of between 0.7 and 7 new jobs being created. In their estimates, every job filled increases ICT spend in the Irish economy of approx. €75,000. In many cases it reduces potential spend on social welfare in the country the foreigner has left. It also provides a new job, and life, for the job seeker and the company fills a position allowing it to grow.

### **CONDITIONS FOR TRANSFER**

- ▶ Knowledge of the different local IT market, characteristics, trends, and needed profiles in terms of characteristics, skills, and educational background;
- ▶ Connections with and support from the main IT/ICT employers in the local area;
- ▶ Design of a multimedia and social platform, to connect people and companies, creating a kind of one-stop-shop space for both recruiters and people wishing to move in the country.



<sup>36</sup> It is a web based recruitment service that promotes job opportunities that a company may have through the use of social media outlets such as Facebook and Twitter. The Zartis software can then, in turn, help manage the responses from applicants. Storing their CVs in a database and so on.

## 17. Provaci ancora Sam! (Play it again Sam!)

(<http://www.provaciancorasam.it/>)

### CITY

Turin

### POLICY AREA

Intercultural Dialogue



### LAUNCH

1989

### DESCRIPTION

It is an integrated and inter-institutional project, which addresses school dropouts, both within and outside schools, thanks to a framework of joint actions integrated among school institutions and entities promoting the same project as well as local authorities. Provaci ancora Sam! addresses students from secondary schools with a high risk of drop out and concern with learning-related issues.

The project is characterized by a strong interaction among the entities involved, and a strong use of innovative and experimental educational methods. The services provided are both primary and secondary prevention, specific and individual supporting interventions.

Many institutions are involved within PAS project, including many NGOs, the Ministry of University and Research, and private actors, like Compagnia di San Paolo. The main objectives are:

- Paying benefits tackling school dropouts;
- Favouring learning and school as well as social inclusion;
- Acting against behavioural, emotional and social issues;
- Creating relations between school environment and other non-school environments.

### FUNDING

Turin Municipality, Compagnia di San Paolo

### RESULTS AND OUTCOMES

In the school year 2012-2013, the project has took place in over 25 schools, with the support 20 voluntary associations, and has involved more than 700 students (both nationals and foreigners), in both primary and secondary prevention<sup>37</sup>. The local newspaper, La Stampa, has defined the project as one of the most successful in this field<sup>38</sup>.

### CONDITIONS FOR TRANSFER

- ▶ Analysis of the dropouts situation in the local schools, to have a knowledge of how many students should be involved;
- ▶ Availability of volunteers;
- ▶ Strong interaction and coordination among the involved institutions and organisations.

<sup>37</sup> <http://www.provaciancorasam.it/?p=568>

<sup>38</sup> [http://www.provaciancorasam.it/wp-content/uploads/2012/06/Stampa\\_19aprile.pdf](http://www.provaciancorasam.it/wp-content/uploads/2012/06/Stampa_19aprile.pdf)

## 18. Help them out from crisis

(<http://www.osf.cz/databaze-podporenych-projektu/pomozte-jim-z-krize-ven>)

### CITY

Prague

### POLICY AREA

Market Labour Rights Information

### LAUNCH

2012

### DESCRIPTION

The aim of the project is to protect the rights of working foreigners and to strengthen their position on the labour market through the provision of social and legal counselling by the Association for Integration and Migration (AIM).

The legal counselling is focused on the issues of labour rights, labour law, immigration law and other related legal fields, such as social security and health care. Emphasis was placed on increasing the awareness of foreigners about legal matters. Social counselling supports the foreigners to become more integrated in the labour market, providing information on how to prepare motivation letters and CVs. The project is funded by the Open Society Fund Prague.

### FUNDING

Open Society Fund Prague

### RESULTS AND OUTCOMES

Although specific results are not recorded/detailed information is not available, the project represents a step forward for a City which is in the process of defining its strategy for labour mobility. The project addresses both foreigners and EU mobile citizens and provides a range of services aimed at helping stabilize the stay of foreigners in the Czech Republic and their position in the labour market

### CONDITIONS FOR TRANSFER

- ▶ Analysis of profiles, skills and problems encountered by foreign workers;
- ▶ Coordination of communication efforts with local associations;
- ▶ Availability of volunteers and activists to be trained to assist and inform;
- ▶ Design of a multiple-channel communication strategy, to raise awareness throughout the local community.



19. **"Le guide des nouveaux arrivants" ("Newcomers" guide to Lille)**

(<http://www.apim.com/guide/indexen.htm>)



**CITY**

Lille

**POLICY AREA**

Welcome Tools

**LAUNCH**

2011

**DESCRIPTION**

The guide is written in French and English and groups all the information that a newcomer and his/her family might need to install and integrate in the city of Lille. Information is structured according to the main needs a foreign citizen could have in order to make the guide easy to use and effective. The main issues treated are:

- ▶ Location: providing background information about the city neighbourhoods, as well as contacts of the main local stakeholders supporting newcomers in finding accommodation and providing information and advices on all related legal, financial and fiscal matters. A specific part is dedicated to Social Housing as a type of housing highly requested by foreigner, with a list of all the responsible institutions in the LMCU.
- ▶ Administrative procedures: providing information on all the administrative documents (e.g., proof of identity, residence permit, birth registration, driving licence, social security, etc.) that a newcomer should get according to his/her country of origin and on all the Public Administration offices responsible.
- ▶ Education (from the nursery to the university): providing different options for childcare and the list of all schools and education institutes in the LMCU, indicating those where additional languages are taught, those having a European Section and those which are bilingual. A chart explaining the structure of the French education system helps the reader to properly understand this part.
- ▶ Getting around: providing useful information on all the transport networks (e.g., underground, bus, railway, motorway, airport, etc.) of the metropolitan area, with prices, options to buy tickets, parking lots.
- ▶ Professional activity: providing information on all useful partners at a local level to support a newcomer in finding a job (e.g., advice for job searching, professional training, etc.) as well as in developing a business project (e.g., documentation, evaluation services, incubators, financial aid providers, etc.).
- ▶ Healthcare: providing background information on the functioning of the French healthcare system and the list of hospitals, clinics and medical centres, both public and private.
- ▶ Useful information: providing information and suggestions on the community life in Lille, entertainment, local media, personal services, shops and restaurants.
- ▶ Culture, Leisure and Sports: providing information on the places to go to do sport and to visit for cultural heritage.

**FUNDING**

Lille Metropolis Development Agency

**RESULTS AND OUTCOMES**

The guide is a useful tool for newcomers in Lille. It helps them to get oriented in the city, know and understand the main city services and procedures, becoming more and more important in the welcoming of foreigners.

**CONDITIONS FOR TRANSFER**

- ▶ No major issue to scale up this initiative in any city.
- ▶ Specific attention to be placed on the coordination among different stakeholders at the local level, in order to provide an orientation to all the different forms of support available in the city and provided by both public and private actors.

20. **Failte Isteach (Welcome)**

(<http://www.thirdageireland.ie/what-we-do/15/failte-isteach/>)



**CITY**

Dublin

**POLICY AREA**

Language Training

**LAUNCH**

2006

**DESCRIPTION**

Fáilte Isteach is a community project started by the Third Age Foundation, with older volunteers welcoming new foreigners through conversational English classes. It utilises the skills, talents and expertise of senior citizens and harnesses their desire to contribute positively to society. The project aims at meeting the needs of new foreigners in an area who are experiencing difficulties in their social and working lives due to limited or non-existent knowledge of English.

Fáilte Isteach works at breaking down the barriers that foreigners and communities face by extending the hands of friendship and goodwill through the practical, welcoming and inclusive manner in which the programme is delivered.

The project provides more than the transfer of skills and knowledge, making a positive difference to everyone involved. The teachers benefit from a sense of value and making a contribution. The students benefit from improved language skills and also because the project provides them with a network and support group in their new home. And the community as a whole benefits from the improved level of integration that results.

The Third Age Foundation also offers support to communities all over the country who wish to set up similar programs.

**FUNDING**

Private Funding (Irish O'Brien Foundation and Arthur Guinness Fund) and State Funding (Department of Integration, Office for Promotion of Migrant Integration).

**RESULTS AND OUTCOMES**

Since its start in 2006, the project has expanded throughout the country. Today there are 53 Fáilte Isteach projects throughout the country. Every week over 540 volunteers teach over 1,600 students from over 63 countries, collectively offering over a thousand hours of tuition each week<sup>39</sup>.

In 2007 the Fáilte Isteach project was awarded a Social Entrepreneurs Award (Level 1) and this was followed by a Level 2 Social Entrepreneurs Award in 2008. The project received further recognition in 2008 when Mary Nally, Chairperson of the Third Age Foundation, won a People of the Year award on behalf of the project. It has been listed on the EU website for Integration as best practice in its field, and as a project adaptable to any EU country.

**CONDITIONS FOR TRANSFER**

- ▶ Knowledge of the foreigner communities, to understand how many and who should be addressed by the initiative;
- ▶ Availability of volunteers;
- ▶ Means to raise awareness throughout the local community.

<sup>39</sup> <http://www.thirdageireland.ie/what-we-do/63/development.html>

## 21. Barcelona Activa

[www.barcelonactiva.cat/](http://www.barcelonactiva.cat/)

### CITY

Barcelona

### POLICY AREA

Entrepreneurship

### LAUNCH

1986



### DESCRIPTION

Barcelona Activa is the executive tool of the Economic Development policies of the Barcelona City Council, with a solid reputation as a pioneer in providing support to entrepreneurs, innovation and professional improvement both nationally and internationally, supporting enterprises, employment creation and international business projection of Barcelona. Barcelona Activa operates around 30 entrepreneurial programmes, and it has created a dedicated space, called Barcelona Empresa to provide entrepreneurs with coaching sessions and training seminars (from the business ideas to the setting up of new companies), tailored-made programmes to support to new ideas of business, legal advice. The Glories Entrepreneurship Centre is one of the main facilities of Barcelona Activa for the business creation. It is organised depending on the purpose of the visitor – business start-up, training and orientation rooms, classrooms, auditorium and offices, containing all the tools necessary to start a business, including professional advisors ready to help iron out the details throughout the different phases of the project<sup>40</sup>.

Among the programmes for entrepreneurship promoted by Barcelona Activa, “Do it In Barcelona” aims at **attracting international talents**, offering information of interest and access to useful professional services for entrepreneurs, professionals, researchers and university graduates who are considering moving to Barcelona, supported by many higher education institutes (including IESE, Esade).

### FUNDING

Barcelona Activa is a tool of the Barcelona City Council. Do it in Barcelona is co-funded by the Generalitat de Catalunya and the European Regional Development Fund (ERDF).

### RESULTS AND OUTCOMES

In 2011, Barcelona Activa supported more than 2,400 projects, 139 companies were to be installed in its business incubator, with more than 20,000 participated in training programmes<sup>41</sup>. Each year, more than 40,000 people pass through the Glories Entrepreneurship Centre, for all the provided activities<sup>42</sup>. As regard to Do It In Barcelona, in 2010 there were more than 600 participants in sessions on entrepreneurship or professional self-development, and over 1,300 in information sessions<sup>43</sup>.

Barcelona Activa is widely considered a successful story. It received the Eurocities Award for its support for entrepreneurship, listed as Best Practice in the UN Habitat Programme and one of the best practices in business incubation by the World Bank. Its contribution to the city was also recognized by the OECD as “gold” standard in 2009. Products and methodologies developed by Barcelona Activa were transferred to other settings, including Buenos Aires, Cape Town, Bogotá and Santiago de Chile.

### CONDITIONS FOR TRANSFER

- ▶ Strong network of advisors, with extensive knowledge of the different legal, economic and business aspects related to the creation and development of new businesses;
- ▶ Preferential contacts with entrepreneurs and entrepreneurs worldwide, that could be used as successful examples, experts, supporting actors in the launch of new businesses;
- ▶ Adequate premises where to provide complete and effective services.

<sup>40</sup> [http://citiesofmigration.ca/good\\_idea/barcelonaactiva/](http://citiesofmigration.ca/good_idea/barcelonaactiva/)

<sup>41</sup> <http://www.barcelonactiva.cat/barcelonactiva/en/all-about-barcelona-activa/who-we-are/index.jsp>

<sup>42</sup> [http://citiesofmigration.ca/good\\_idea/barcelonaactiva/](http://citiesofmigration.ca/good_idea/barcelonaactiva/)

<sup>43</sup> <http://www.pemb.cat/en/?projecte=do-it-in-barcelona-4>