

**Study on Practices of Integration
of Third-Country Nationals
at Local and Regional Level in the
European Union**

**The report was written by the
Centre for Strategy and Evaluation Services (CSES).
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1. Introduction

This document contains the final report on the assignment ‘Study on Practices of Integration of Third-Country Nationals at Local and Regional Level in the European Union’. The study was undertaken in 2012 for the Committee of the Regions (CoR) by the Centre for Strategy & Evaluation Services (CSES).

1.1 Resume – Study Objectives

The purpose of this assignment was to collect and analyse information on projects and policies implemented by Local and Regional Authorities (LRAs) in the EU to promote the **integration of third-country migrants**.

This information is intended to help develop a **database of policies** and practices with regard to integrating third-country migrants. The wider purpose of the assignment is to support the establishment of a **network group of Local and Regional Authorities (LRAs) for Integration** in cooperation with the European Commission and interested local and regional authorities and their associations.

Based on a review of existing material, a survey and a number of case studies, this report analyses **the main obstacles** to the integration of third-country nationals, and then presents **examples of good practices** in tackling these obstacles at the local and regional levels. It presents a **critical comparison** of the different practices and makes recommendations on how LRAs can strengthen integration practices. The report also provides conclusions and recommendations with regard to the future of the Strategic Partnership between the Commission and the Committee of the Regions.

1.2 Research Plan

The study was carried out in three phases:

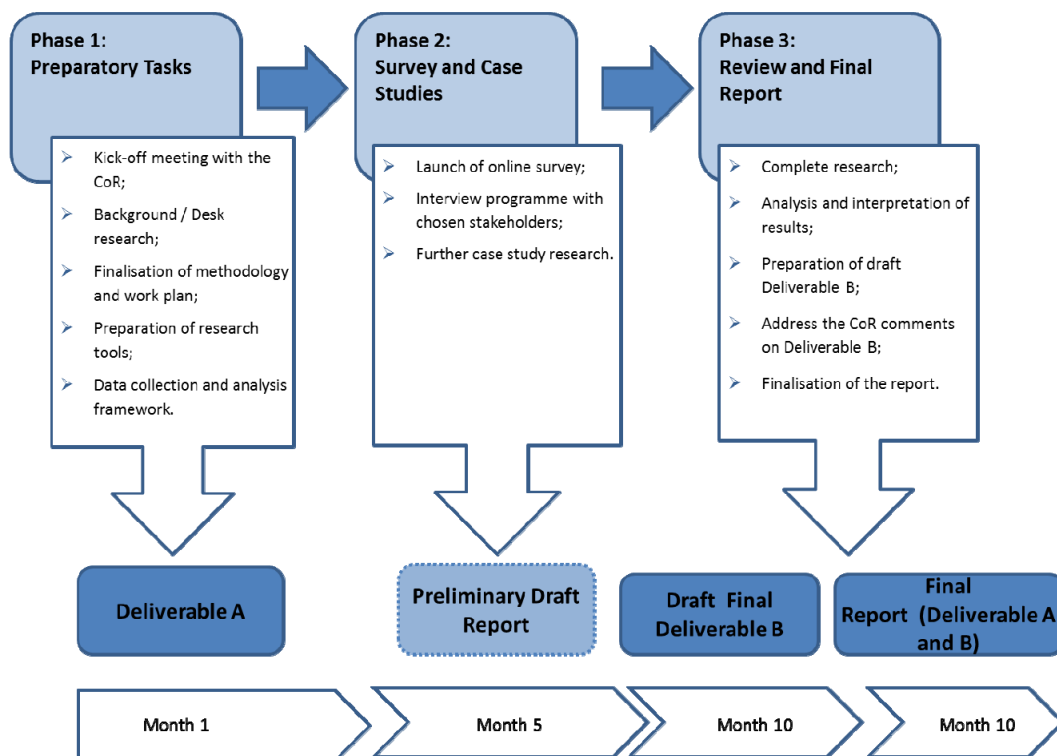
- **Phase 1: Preparatory task** – during this phase, background research was undertaken and the methodology for the study was further developed. Deliverable A, which included survey questionnaire and preliminary version of the Fact sheet on Integration Programmes and Projects in cities and regions, was submitted in late April 2012.
- **Phase 2: Desk and Field Research**—key activities included further desk research concentrating on project level documentation; an online survey to collect information from national authorities, LRAs and others (e.g.

NGOs) on promoting integration of third-country nationals; analysis of DG Home’s database on integration practices¹; and case study research involving follow-up interviews with selected contacts from the survey responses and DG HOME database to examine key issues in more detail.

- **Phase 3: Final Report and Presentations** –involved completion of outstanding research and preparation of the final report.

The following diagram summarises the methodological approach/timing that was adopted for the study:

Figure 1.1: Methodological Approach



Below, we provide further details on the main research activities.

Phase 1 - Preparatory Tasks

A number of different sources of information were examined. This included the EU treaties which provide a legal base for EU action in the field of integration of third-country nationals, relevant policy documentation on the integration of third-country nationals, including the European Agenda for the Integration of Third-Country Nationals, reports and documents from expert meetings and conferences at EU level and available statistics on third-country migrants (e.g. Eurobarometer and Third Migrant Integration Policy Index - MIPEX).

¹<http://ec.europa.eu/ewsi/en/practice/index.cfm>

Phase 2 – Survey and Case Studies

The Phase 2 survey, which was conducted online by CSES, focused on asking LRAs for information and views on their approach to the integration of third-country nationals and also best practices. The survey questionnaire consisted of closed, multiple-choice questions and some open response options. The advantage of mainly closed questions is that this facilitates analysis of the survey results. Open questions are helpful in obtaining more detailed views on particular issues. There were 116 ‘hits’ for the on-line survey of which 48 (41%) were completed sufficiently to be of analytical use. A breakdown of the survey responses by country and type of entity is provided at the beginning of Section 3.

In addition to the online survey, CSES analysed DG HOME’s database on integration practices. This consists of some 600 project records giving detailed information on the nature of the schemes, funding, key partners, main activities and outcomes, etc. CSES extracted key information from the database and identified schemes that are particularly relevant to this assignment. This information, combined with the survey responses, provided the source of the good practice case studies.

As part of the Phase 2 research, CSES has carried out 37 interviews to obtain further information on measures that demonstrate interesting and/or effective approaches to promoting integration of the third-country migrants. This exercise led to a total of 37 case studies being completed. A breakdown by theme and country is provided in Section 3.2.

Phase 3 - Review and Final Report

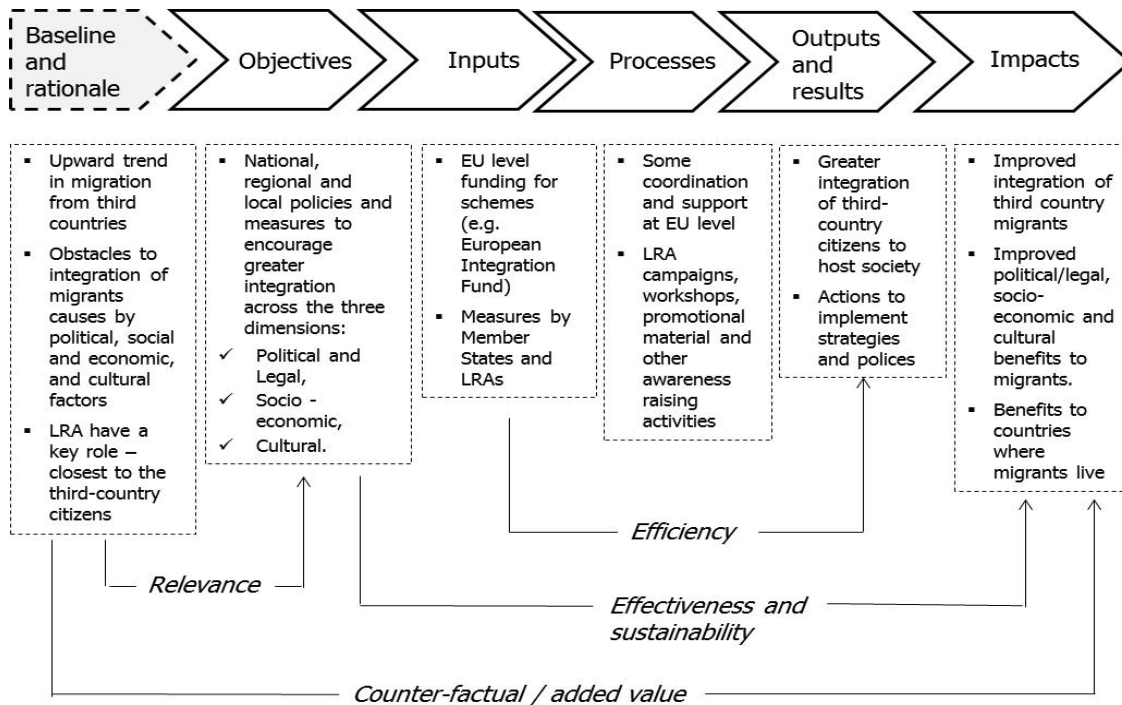
The final phase of the assignment involved drawing together and fully analysing the research findings from Phase 2. This included triangulation of the results from the various research tools deployed, including the analyses of background information, the answers to the survey and case study interviews and the results from the 2011 Committee of the Regions Consultation on the upcoming Second European Agenda on Integration². We also reviewed information on the Strategic Partnership and proposed Network of Local and Regional Authorities for Integration.

² http://portal.cor.europa.eu/europe2020/SiteCollectionDocuments/REPORT%20on%20Integration_final.pdf

1.3 Methodological Issues

An assessment of LRA measures to integrate third-country nationals needs to be based on criteria that can be used to judge the relevance, efficiency, effectiveness and added value of interventions. The conceptual framework that is used in Section 3 of this report is outlined below:

Figure 1.2: Conceptual Framework



In the above diagram, the key terms can be interpreted as follows:

- Relevance – the extent to which the objectives of the projects and policies are pertinent to the needs and priorities of integration of the third-country nationals?
- Effectiveness – whether the projects and policies that have been implemented have achieved their aims, and if not, what needs to be done to improve effectiveness?
- Efficiency - how well expenditure on projects and policies have been converted into desired outputs and results; and value for money - are the outcomes achieved reasonable given the budgetary allocation (value for money), i.e. could more/better outcomes be achieved with the same financial inputs or could the same outcomes be achieved with reduced financial inputs?
- Impacts and added value – to what extent have the projects and policies had a positive impact in promoting the integration of third-country

migrants and added value - to what extent can positive impacts be attributed to the projects and policies rather than other factors? Added value can be assessed by identifying the counter-factual, i.e. what would probably have happened without the intervention, this often being determined through a projection of baseline trends.

- Sustainability – the extent to which any positive outcomes, results and impacts achieved through projects and policies are likely to prove durable in the longer term.

The diagram makes a distinction between outputs, results and impacts. Outputs in this context are the actions taken by LRAs to promote integration of third-country nationals (e.g. anti-racist campaigns and materials); results are the positive outcomes achieved by projects and policies, and impacts are the integration of migrants from third countries in the political/legal, socio-economic and cultural spheres of the countries where they live.

1.4 Structure of the Report

This report is structured as follows:

- **Section 2: Background and Review of Existing Literature** - this section of the report provides an assessment of background information, looking at different aspects of integration of third-country nationals. It also provides an assessment of existing research and other material on the role of Local and Regional Authorities, and other key stakeholders, in the integration of third-country nationals and an overview of the main obstacles that they are encountering in the process of integration.
- **Section 3: Survey and Case Studies** - this section presents an analysis of the survey responses and information from the DG HOME database, sets out examples of best practice case studies in the integration of third-country nationals and conclusions and recommendations from the analyses of the case studies.
- **Section 4: Strategic Partnership and Network of Local and Regional Authorities for Integration** – examines the rationale for the proposed network, its functions and membership. This section also provides conclusions and recommendations with regard to future of the Strategic Partnership.
- **Section 5: Overall Conclusions and Recommendations** – sets out the overall conclusions and recommendations from the research.

The report is supported by a number of appendices including a full description of the case studies and other supporting information.

2. Integration of Migrants & the Role of Local and Regional Authorities

This section examines the EU policy context and existing research in relation to the integration of nationals from third countries, the role of Local and Regional Authorities and existing networking initiatives.

2.1 Background – EU Policy Framework for the Integration of Migrants

In recent years, the flow of migrants into EU Member States from third countries has increased significantly. Various factors account for this trend: on the one hand, there are ‘push’ factors – political instability, conflicts, economic hardship, etc. in countries outside Europe – that encourage migrants to seek a better life elsewhere; equally, there are ‘pull’ factors, in particular Europe’s need for additional labour in view of its ageing population and other demographic and social trends. Against this background, the integration of migrants to Europe’s economic, social, cultural and political fabric is a high priority. Because LRAs are closest to the citizens, they have a key role in this process.

The **Treaty of Amsterdam** did not explicitly refer to integration but it nonetheless included several provisions that relate to it. Article 13 authorises the Council to “*take appropriate action to combat discrimination based on ethnic origin*”. Article 63 declares that, within five years of the entry into force of the treaty, the Council shall define “*measures defining the rights and conditions under which nationals of third countries who are legally resident in a Member State may reside in other Member States*”.

EU political debates on integration have been held regularly as part of ministerial conferences on integration (in Groningen 2004, Potsdam 2007, Vichy 2008 and Zaragoza 2010) often focusing on strengthening the mainstreaming aspects of integration policies, such as civic participation, integration into the labour market, social inclusion, anti-discrimination and equal opportunities. In October 2002, the Justice and Home Affairs Council Conclusions included the suggestion that **National Contact Points on Integration** be set up in order to promote the exchange of experiences between Member States concerning national policies on integration. This was subsequently done.

Based on the Hague Programme, the **Common Basic Principles (CBP) for Immigrant Integration Policy in the European Union** was adopted by the

Council in 2004, providing a framework for policy development in this area.³ These principles underline that integration is a dynamic, two-way process of mutual accommodation by migrants and by the societies that receive them. In this regard, the principles stress the importance of access to employment, acquisition of basic knowledge of the host society's language, history and institutions, efforts in education, equal access to institutions, goods and services and non-discrimination.

The CBP also aim to serve as a basis for the Member States to explore **how EU, national, regional and local authorities can interact in the development and implementation of integration policies** and to assist the Council to reflect upon and, over time, agree on EU-level mechanisms and policies needed to support national and local-level integration policy efforts, particularly through EU-wide learning and knowledge-sharing.

Following their adoption, the Commission proposed a **Common Agenda for Integration** in 2005 to put the CBP into practice.⁴ One of the CBPs considers employment as a key part of the integration process that is central to the participation of immigrants in the host society. The Common Agenda for Integration suggested that Member States should develop integration policies ensuring migrants' fair access to the labour market centred on their legal status.

In its **Communication of 17 June 2008, "A Common Immigration Policy for Europe: Principles, Actions and Tools"** the Commission underscored the importance of immigrants being given opportunities to participate in the labour market and develop their full potential, urging Member States to implement appropriate mechanisms for the recognition of professional qualifications acquired by migrants outside the EU. Education is undoubtedly also an essential element in ensuring the integration of migrants and combating social exclusion. The central importance of education is also recognised by CBP No. 5, which states that *"efforts in education are critical to preparing immigrants, and particularly their descendants, to be more successful and more active participants in society."*

The conclusions of the **Ministerial Conference of Vichy in November 2008** emphasised the role of local authorities and cities in dealing with such intercultural challenges and in developing and implementing adequate integration programmes in the field of education. Diversity can be adequately managed if it is based on a core methodology that guarantees efficacy of services. This is also reiterated in 'The Common Basic Principles' which state

³ Council document 14615/04.

⁴ COM(2005) 389 final

that the “access for immigrants to institutions, as well as to public and private goods and services, on a basis equal to national citizens and in a non-discriminatory way is a critical foundation for better integration”.

The CBPs underline the importance of having participative mechanisms that involve both migrants and citizens of Member States. A broad concept of civil society must be considered and the process of integration can be facilitated through the joint participation of migrants and the host community in civil society organisations and the development of partnerships with local communities which can contribute to a climate of mutual understanding, trust and cooperation.

The **European Pact on Immigration and Asylum**, adopted in 2008, presents general principles structured around “*five basic political commitments*”. One of these commitments is entitled “*organise legal immigration to take account of the priorities, needs and reception capacities determined by each Member State, and encourage integration*”.

Within this heading, the Pact provides three concrete actions where integration is mentioned. Two of them aim to foster several of the constitutive elements of the EU Framework on Integration. One of the five key basic commitments is also for the pact “*to be transposed into concrete measures, in particular in the programme to follow on from the Hague Programme in 2010*”. Furthermore, it invited the Member States “*to establish ambitious policies*” and “*to promote information exchange on best practice implemented in terms of reception and integration; and on EU measures to support national integration policies*”.

The Treaty of Lisbon, which entered into force in 2009, provided a legal basis for the EU to support and promote the integration practices of Member States for the first time. Article 79(4) of the Treaty on the Functioning of the EU provides that the EP and the Council can establish measures to provide incentives for the action of Member States to promote the integration of third-country nationals residing legally in their territories, without harmonisation of the laws and regulations of the Member States.

The conclusions of **the expert meeting organised by the Swedish Presidency in Malmö** in December 2009, present the results of a process to identify European core indicators building on national experiences and key areas for the common basic principles. These are:

- **Employment** – crucial part of the integration process ensuring migrants’ economic participation in society;

- **Education** – essential in helping immigrants to become successful in society;
- **Social inclusion** – ensuring cross-cultural acceptance and understanding to fight discrimination and exclusion;
- **Active citizenship** – migrants’ participation in the democratic process as active citizens supports their integration and enhances their sense of belonging.

The conclusions also underline that local authorities have a key role in encouraging civic participation, particularly in districts with a high immigrant concentration, in order to create a sense of belonging as successful integration implies that migrants participate in all aspects of social, economic, and cultural life.

Following the adoption of the Stockholm Programme, a European Ministerial conference took place in Zaragoza in April 2010. Ahead of the conference, the Commission presented the report on '**The consolidation of the EU framework on integration**', highlighting progress to date and steps to be taken in the context of the Stockholm Programme in order to promote and improve integration strategies.⁵

The Council conclusions based on the findings and recommendations of the Commission’s report were adopted following the Ministerial conference on 'Integration as a Driver for Development and Social Cohesion' in June 2010.⁶ The **Stockholm Programme** and Council conclusions called on the Commission to develop a new European agenda on integration, to reinforce tools for knowledge exchange and to facilitate the mainstreaming of integration priorities in all relevant policy areas.

In March 2010, the European Council adopted a new growth strategy - **Europe 2020** which sets out a number of targets. These targets include improvements in labour force participation, educational achievement, and the reduction of poverty and social exclusion that, if achieved, would result in improved immigrant integration. Part II of Europe 2020’s Integrated Guidelines is also relevant to immigrant integration due to its focus on Member States employment policies. The guidelines state that Member States should adopt policies encouraging the labour market integration of legal migrants, as well as removing barriers to labour market entry for newcomers.

⁵SEC(2010) 357.

⁶Council document 9248/10.

In July 2011, the Commission proposed a **European Agenda for the Integration of Third-Country Nationals**.⁷ The Agenda emphasises a positive attitude towards diversity and strong guarantees for fundamental rights and equal treatment, building on the mutual respect of different cultures and traditions.

Building on experiences across the EU, this Communication highlights European integration challenges. To address these challenges, it recommends action in a number of key areas including more action at local level. The renewed European Agenda for the Integration of Third-Country Nationals is a contribution to the debate on how to understand and better support integration. A diversity of approaches is called for, depending on the different integration challenges faced by various types of migrants, both low and highly skilled, as well as beneficiaries of international protection.

2.2 Overview of Main Approaches to Integration

Understanding the different approaches to integration is important in providing an overall framework for the design of the survey questionnaire that was used to collect information on integration policies and practices, and for the analysis itself of collected data.

Across the European Union, there are differences in theoretical approaches to promoting integration of migrants. The two main concepts are: **multiculturalism and assimilation**. Both of these approaches seek to promote the integration of individuals with an immigrant background into different aspects of society: social, cultural and economic life (including in the labour market) in quite different ways. However, within each of these models, there are different variants, as well as approaches that combine elements of the two models.

Multiculturalism is a concept aimed at promoting social cohesion through the recognition that there are distinct groups within society and encouraging minority groups (particularly immigrants) to give validity to, and to preserve, different ethnic and cultural identities. Multiculturalism policies seek to extend equal status to distinct cultural and religious groups with no single culture predominating. Multiculturalism sometimes also allows for the extension of legal recognition to specific minority groups with special legal protection for members of these groups. For instance, the Race Relations Act in the UK guarantees migrants and ethnic minorities certain rights to self-civic

⁷European Agenda for the Integration of Third-Country Nationals, COM(2011) 455 final.

organisation.⁸ This also relates more generally to the concept of diversity management whereby society is geared towards maintaining good relations between different cultural communities or, in other words, between immigrant minorities and the host population. Diversity management policies and practices apply to businesses, organisations and public services in general in Member States that have embraced multiculturalism.

An **assimilation** approach involves a process of socialisation in which individuals are integrated into, and adapt to and eventually adopt the culture of another society or group. Over time, under the theory of immigrant assimilation, immigrants with a minority background will become increasingly similar to the host population in terms of their norms, values and behavioural characteristics. The extent of immigrant assimilation can be measured, for example by assessing the level of language attainment, and the socio-economic and employment status of immigrants / recent migrants compared with the majority or host population. Classical assimilation theory views integration as a process of convergence of immigrant populations’ various characteristics towards those of the society of the host country. For instance, the school system in France is regarded as the main instrument for creating a unified nation based on French language and culture.⁹

The table below distinguishes between those EU Member States whose integration policies are predominantly based on the assimilation model and those EU Member States whose integration policies are predominantly based on the multicultural model., It should be noted that while clear differences exist between the two models at a theoretical level, many EU countries adopt a pragmatic approach which combines elements of both approaches in their policies dealing with the integration of migrants and ethnic minorities.¹⁰

Table 2.1: Conceptual approach to the integration of migrants and ethnic minorities¹¹

Basic Models	Examples
Assimilation model	e.g. France, Italy and Spain
Multi-cultural model	e.g. Ireland, the Netherlands, Sweden and the UK

⁸http://www.psych.lse.ac.uk/psr/PSR2011/20_02.pdf

⁹Zheng Wu, Christoph M. Schimmele, and FengHou; Social Integration of Immigrants and their Children in Canada’s Urban Neighbourhoods; No. 10 – 10; September 2010.

¹⁰<http://www.euractiv.com/socialeurope/commentary-french-assimilation-vs-british-multiculturalism-integration-model-europe/article-148227>

¹¹ Source: The contribution of the European Social Fund to the social and labour market integration of migrants and minorities, CSES on behalf of DG EMPL, 2010.

2.3 Typology of Integration policies

Within the overall theoretical framework outlined above, the integration of third-country migrants can be regarded as a multidimensional process which is composed of social, economic, cultural and political or civic elements.¹² These elements can be classified in terms of three dimensions of integration - legal/political, socio-economic and cultural.

The **legal/political dimension** refers to the basic question of whether (or at what stage) immigrants are regarded as fully-fledged members of a political community. In practice the question is first of all whether immigrants have secure residence rights - and if they have, how far immigrants and ethnic minorities have formal political rights and duties, and if these differ from those of natives. This also includes the question whether newcomers may (easily or not) acquire national citizenship and thus gain access to the formal political system; it also includes the granting (or not) of political rights to non-nationals, for example at the local administrative level. Also the opportunities for less formal political participation, such as through consultative structures for immigrants, are part of this dimension.

The **socio-economic dimension** refers to the social and economic rights of residents, irrespective of national citizenship. These rights include economic rights (e.g. to seek employment) and rights related to access to facilities (such as labour market mediation and training, unemployment and other benefits) in the socio-economic sphere.

The **cultural sphere** refers to migrants having/ not having (equal) rights to organise themselves and meet together and promote cultural, ethnic or religious groups and the extent to which they are recognised, accepted and treated like other comparable groups and do they enjoy access to the same or comparable facilities.¹³

The content of the national integration programmes for newly arrived immigrants varies from one country to another, often combining several of the measures listed above. Generally, it is possible to observe whether national integration programmes have a multicultural or assimilationist tendency.

¹² Bauböck, 1994; Bauböck et al., 1996; Brubaker, 1989 and 1992; Hammar, 1990; Kymlicka, 1995; Soysal, 1994; Young, 1990.

¹³RinusPenninx; Integration of migrants: economic, social, cultural and political dimensions; United Nations; New York and Geneva, 2005.

2.4 Review of Existing Literature

A considerable amount of research has been conducted on the challenges of integrating third-country migrants into European Member States. From this it is clear that a disparity still remains in the Member States between the applicable legal rules and the reality confronting third-country nationals in their daily lives. This section of the report provides a review of existing literature with a thematic division of the available material on integration of third-country nationals.

Overview – main obstacles to the integration of third-country nationals

A study published by **Eurofound** in 2007 entitled '**Local integration policies for migrants in Europe**'¹⁴ concluded that, while there are strong tendencies towards convergence within European cities with regard to immigration, important national differences still remain. In spite of these differences in approach, the Eurofound study reveals that several common challenges exist. Matters of particular importance are the amelioration of housing conditions and residential concentration as well as the improvement of diversity both in democratic bodies and municipal administration.

Discrimination is perceived to be an important barrier to integration throughout the EU27, according to the **IZA Expert Opinion Survey**¹⁵. Other significant integration barriers include linguistic, educational, and institutional factors. Internal factors (social, cultural, and religious norms, immigrants' own opinions about themselves, lack of motivation and intergenerational mobility) are also serious barriers to integration.

The survey reveals that there is no single explanation for deficits regarding the social and labour market integration of ethnic minorities across EU27. The situation appears to be intricate with interrelations among various factors. On the one hand, observable characteristics, such as deficits in education and training as well as knowledge of the main language, impede access to the labour market and to steady employment. In this context, labour market institutions and the welfare state are instrumental in facilitating or restricting access to employment and social integration for diverse minority groups. These factors can explain differences in integration across European labour markets.

On the other hand, attitudes and perceptions held by both the minority and the majority population greatly matter. In other words, the power of self-perception

¹⁴ Local integration policies for migrants in Europe, European Foundation for the Improvement of Living and Working Conditions (EUROFOUND), 2007.

¹⁵Constant, A., Kahanec, M., Zimmermann, K. (2008) 'Attitudes towards Immigrants, Other Integration Barriers, and Their Veracity' Institute for the Study of Labour (IZA) Discussion Paper No. 3650.

of the minorities as well as discrimination by the majority population can negatively interact and produce insidious pressures to socio-economic integration. In this context, many experts have highlighted the role of the media in shaping public perceptions.

The results of a **Eurobarometer** survey conducted in May 2011 on Migrant Integration¹⁶ give an overview of what constitutes barriers to integration from both the perspective of non-EU migrants and the perspective of the general public. The survey first points out that host populations and non-EU migrants are most likely to meet each other at work. School is the next most common place where interaction takes place, via their children. The general public feel that the main barriers to interaction are language and the lack of a desire to interact on the part of the migrants. By contrast, migrants feel that a combination of cultural differences, stereotyping and a lack of understanding limits interaction.

The survey found that there is increasing resentment among host populations that migrants are taking employment opportunities from local people in a number of EU Member States, this feeling may also have been exacerbated in the wake of the global crisis. Consequently, the general public in these countries feel frightened and threatened by migrants and there is a tendency for them to be more resistant to interaction and integration generally. The Eurobarometer survey results show that main barriers to integration from the perspective of migrants are language, cultural and religious differences and the negative attitude of the general public towards them.

There is clear and consistent evidence from both national indicators and international studies that many migrant children continue to fare less well in terms of educational outcomes than their peers in many EU Member States. It has been recognised by the **OECD PISA study**¹⁷ that cultural factors and not just socio-economic factors explain this gap in educational attainment between native children and children with a migrant background.

The OECD PISA assessment points out the importance of inclusive and comprehensive policies prioritising language training. Indeed, very few EU countries provide systematic language support based on an explicit curriculum in pre-primary education.

¹⁶http://ec.europa.eu/public_opinion/archives/quali/ql_5969_migrant_en.pdf

¹⁷Programme for International Student Assessment (PISA): Where immigrant students succeed - A comparative review of performance and engagement in PISA 2003, Organisation for economic co-operation and development (OECD) 2006.

According to the Eurobarometer survey, migrants also noted that the segregation of migrants into ‘ghettos’ and the unwilling attitude towards integration among some migrants also has a detrimental effect on integration. These differences in views did not appear to be directly related to the length of time migrants had lived in the country, nor to their age or education level.

The conclusions of the **EU Ministerial Conference on Integration** held in April 2010 highlight that it is necessary to take into account the spatial dimensions of integration challenges – such as segregated neighbourhoods – given the social exclusion risks faced by migrant communities. In other words, it is necessary to invest in districts with a high immigrant concentration in order to fight inequality.

Interestingly, according to the **Eurobarometer survey on Migrant Integration**, both the general public and migrants feel that citizenship is not necessary for successful integration. Despite the fact that migrants are of the view that having ‘legal status’ is important in successful integration they did not feel that it was necessary to have citizenship; for most migrants, the benefits gained through citizenship are not outweighed by the costs of relinquishing their own citizenship. Nevertheless, before immigrants naturalise, most have no say in the policies affecting them daily. Political participation policies remain weak across Europe: only a few countries like Portugal and Sweden encourage political participation and access to nationality.

The **Third Migrant Integration Policy Index (MIPEX)** has found that around half of the EU Member States grant non-EU immigrants local voting rights similar to those of EU citizens. The study reveals that foreigners’ consultative bodies often cannot achieve their purpose to give immigrants a voice because of little power or independence from government.

A 2010 evaluation conducted by **INTEC** (Integration and Naturalisation Tests. The new way to European citizenship)¹⁸ suggests that the effect of naturalisation policies is often not integration, but social selection. The immigrants who do not apply or pass are not necessarily the least integrated or fluent, but the least affluent and the most vulnerable like women, refugees, the illiterate and the elderly.

However, governments recognised the importance of citizenship and civic participation making these two areas ‘EU indicators’ to monitor successful

¹⁸Strik, T., Böcker, A., Luiten, M., van Oers, R. (2010): 'The INTEC Project: Synthesis Report Integration and Naturalisation tests: the new way to European Citizenship', Centre for Migration Law, Radboud University Nijmegen (The Netherlands).

integration outcomes. The European Commission used past MIPLEX results to suggest these policies need to improve if integration ministers want to promote democratic participation, solidarity and sense of belonging in society.

The **OECD** has collected evidence¹⁹ that acquiring citizenship helps many immigrants access the public sector and better private-sector jobs. Additional European studies find that political opportunities for immigrants and their associations help increase their trust in public institutions and participation in civil society and politics. The negative effects imagined by opponents – like ‘ethnic’ political parties – do not emerge. Instead, mainstream political parties will need to vie for their votes.

2.5 Review of Integration Policies and Programmes

Well-developed integration policies exist in a number of EU Member States and target newly-arrived third-country immigrants or, under certain circumstances, long-established third-country migrants on an individual basis.²⁰

In this section, some examples which illustrate different EU Member States’ conceptual approach to integration are provided. The examples have been chosen on the basis of a geographical breakdown between Western Europe and Eastern Europe, and Northern Europe and Southern Europe. These examples also highlight a number of good practices in integration at Member State level.

For instance, in **Finland** personal integration plans are designed for those immigrants and refugees who need help finding their place on the Finnish labour market and within society. Such individual integration plans are not intended for all immigrants, but only for those who are registered as unemployed job seekers and who receive public assistance. Integration plans include additional language instruction, the drawing up of a plan for studies or employment, daily routines, practical training, vocational training and social contacts. Immigrants who are committed to an integration plan are entitled to receive public assistance, i.e. a special integration support instead of the ‘ordinary unemployment benefits’. This integration scheme is managed and implemented by regional centres for economic development (ELY-keskus).

If immigrants do not follow the plan, they lose part of their assistance. Similar arrangements exist in **Germany** with Individual integration contracts whereby the state offers integration courses to new immigrants, and obliges migrants to

¹⁹*Naturalisation: A Passport for the Better Integration of Immigrants?* Organisation for economic co-operation and development (OECD), March 2011.

²⁰The economic and social aspects of Integration, OECD, 2003.

participate in these courses as well as pay part of the expenses. Some German municipalities such as Heilbronn have taken this measure further by offering low-threshold language courses as a preparation for integration courses. A further stage of integration courses is being developed with a stronger emphasis on communication to follow up introductory integration courses in order to train certain migrants to become intercultural counsellors²¹.

It is important to note that the expansion and improvement of pre-school education to better accommodate migrant children is a major activity of cities, financially supported by the Länder. These integration contracts have brought administrative changes at regional level including the creation or strengthening of a department for integration and the installation of a commissioner for integration. Changes further include what is called “intercultural opening” of the administration which translates into efforts to better serve the needs of migrants at regional and local level, particularly with the recruitment of more personnel with a migration background. Redefining or creating consultative bodies of migrants to give them a stronger role in the local political process and to ensure their participation is another aspect of the on-going changes in Germany²².

Both the Finnish and German models appear to adopt an assimilationist approach, given the emphasis placed on the learning of the host country’s language and customs. However, the award of citizenship remains rather restrictive in these two Member States as citizenship acquisition remains primarily based on the principle of *jus sanguinis*.

In Member States such as the Netherlands, Sweden and the UK, the main focus is on the civic self-organisation of migrant groups and the enforcement of fairness principles, while the public sector assumes a secondary role in welfare benefits and direct support for minority groups.

The **Netherlands** has emphasised anti-discrimination measures and programmes aiming at promoting equal access and equal (political) representation of minorities, especially in the labour market. The Law for Stimulation of Labour Participation (SAMEN), for instance, obliged employers to know and to report the percentage of ethnic minority members working for them²³. Furthermore, a central authority based in Rotterdam has been designated to receive discrimination complaints and to act as a mediator and conciliator²⁴. It is worth

²¹ ‘Consultation on the upcoming Second European Agenda on Integration – Final Report’, Committee of the Regions, 5 May 2011.

²² Heckmann, F. (2010): ‘Recent Developments of Integration Policy in Germany and Europe’, eims,

²³ Local integration policies for migrants in Europe, Eurofound, 2007.

²⁴ op. cit. note 19.

noting that municipalities in the Netherlands are active in coordinating and helping finance the activities of support groups for migrants, such as local welfare organisations, NGOs or churches.

In the **UK**, these provisions are regulated by the Race Relations Act, first adopted in 1976 and amended in 2000. In the UK, only ethnic minorities are identified as specific groups for which statistics on their educational and employment outcomes are available. The concept of ‘ethnic minority’ is widely accepted politically in the UK and includes first, second and third generation migrants from various communities who have been found to experience relatively similar difficulties in accessing the labour market. Integration measures covering third-country migrants, or at least those with low-level qualifications, are therefore no different to measures covering people with ‘multiple disadvantages’.

A large majority of newly-arrived third-country migrants are based in London, which has become one of the world’s most cosmopolitan cities. Many initiatives exist at local level thanks to the numerous immigrant associations that work in close partnership with local councils to offer a supportive environment for new arrivals, particularly refugees, by developing innovative education and training programmes including projects to support the recognition of qualifications gained in third countries. Nevertheless, local-level schemes remain quite fragmented and rely on relatively short-term and unpredictable funding.

Equal opportunity policies are also embraced and applied at local level such as in **Sweden**. For instance the Swedish municipality of Solna focuses on facilitating the integration of immigrants by introducing an integration perspective and intercultural approach across all municipal activities. The city is proactively involved in corporate social responsibility efforts with companies and organisations, stepping up its efforts to root out discrimination in the local labour market²⁵. These Member States have clearly adopted a multicultural approach to integration whereby the obligation to grant non-discriminatory access to institutions, public goods and services is enshrined in laws and regulations.

In Southern EU Member States, such as Italy and Spain, integration schemes remain rather limited to certain areas given the region’s recent exposure to immigration.

People from third countries who want to enter **Italy** need to have a valid ‘residence contract’, a contract of dependent employment signed by themselves

²⁵*Ibid.*

and the respective company or family. They are permitted to stay in Italy as long as they have a regular job and must find a new one within six months of being unemployed. In addition, so-called ‘social integration measures’ are limited to migrants legally residing in the country. In **Spain**, the integration model involves a low level of incorporation of migrants into the Spanish labour market, dependence for access to social services on the registration in the census which can be easily controlled by police forces, as well as the absence of any decision on voting rights for immigrants.

Local authorities, however, play an active part in supporting integration in Italy, particularly in the provision of emergency management and access to affordable housing. Local NGOs, often connected to the Catholic Church, also play a key role, partly through supporting the development of social networks which are crucial in a country where much employment is advertised informally. At the regional level, the European Social Fund has been an important instrument for supporting access to training, and chambers of commerce have been active in supporting immigrant entrepreneurship and developing innovative bilateral training schemes with regions in sending countries. On the other hand, longer-term integration in Italy is more doubtful, partly due to the lack of central government planning with regard to comprehensive integration schemes²⁶.

Nevertheless, baseline assessments in Southern EU Member States have clearly become more focused on the outcomes of recent immigrants in recent years. In certain Spanish regions there exist comprehensive instruments called plans or pacts, some of them contractual in nature, involving social partners, civil society organisations or public authorities from all levels of government. For instance, the Valencia Pact for Immigration encompasses and coordinates initiatives to manage diversity in the workplace and encourage the active participation of immigrant workers in industrial processes²⁷. Furthermore, partnerships between NGOs, local authorities and the public employment service have generated effective local integration mechanisms in Madrid, Barcelona and Lleida, accompanied by the development of a more inclusive idea of citizenship in certain local areas, leading to the mainstreaming of services for immigrants²⁸. The treatment of migrants in these countries can be both explicit and exclusive, with local and regional measures, and NGO activities above all aiming to provide the necessary social structures to deal with sustained immigration flows²⁹.

There exist few socio-economic or civic measures specifically targeted at integrating third-country migrants in most EU12 Member States. This is

²⁶ ‘From Immigration to Integration: Local solutions to a global challenge’, OECD, 2006.

²⁷ *Ibid.*

²⁸ *Ibid.*

²⁹ *op.cit.* note 21.

because their numbers remain relatively low. The main focus group benefiting from such integration measures in Central and Eastern Europe are the Roma. Liberal migration legislation and practice in the mid-1990s and prospering economic relations especially favoured immigration to Central and Eastern EU Member States. Many foreigners came to the country for short-term, temporary working purposes. Third-country migrants who emigrate to Central and Eastern Europe are usually highly-qualified or hail from developed countries outside the EU.

For instance, in **Poland**, due to the relatively small scale of permanent migration, interest in integration appears to be rather low and the issue treated as one of limited urgency that can be postponed to a later date. The immigrants themselves seem to see the country as an ‘interim solution’, and avoid making ‘unnecessary investments’ such as learning the Polish language. Consequently, state measures dealing with the integration of first-generation migrants are usually only minimal. The Polish government, on the other hand, encourages local-level actions by NGOs and civil-society organisations that aim to help immigrants, such as Polish Humanitarian Action and the Polish Red Cross which have done integration work for many years.

In the **Czech Republic**, migrants’ concerns have been dealt with mostly by NGOs and religious associations, while it is assumed that a lack of political will on the part of Czech officials to promote the civic rights of non-citizens is an important obstacle to migrants’ civic participation. This is also the case in **Slovakia**, where the Institute for Public Affairs NGO recently launched a research project focused on the qualitative and quantitative research on the six biggest groups of third-country nationals living in the country with an emphasis on all relevant dimensions of economic participation of immigrants such as employment status, wages, sphere of work, remittances, language and professional skills, vertical and horizontal structural positioning. This is the first ever quantitative research project on immigrants to be carried out in Slovakia³⁰. Actions aimed at the assimilation of immigrants into the host nation’s culture appear to predominate in Southern and Central & Eastern Europe, but this is rather by default as Member States in these regions still have limited experience in dealing with immigrant populations.

Integration measures can also target certain geographic areas where a large proportion of the population are third-country migrants.

This approach is particularly present in **France** where measures for supporting integration focus on territorial areas requiring specific attention, usually the

³⁰ <http://ec.europa.eu/ewsi/en/practice/index.cfm>

periphery of major cities (*banlieue*), providing special social care and educational support services. French integration policy is strongly defined at national level, but in the areas of its implementation, usually the regional and local authorities have responsibilities. This situation leads to the creation of local ad-hoc bodies which implement multilevel cooperating systems for a specific measure. However, in recent years there has been a shift in French policy following recognition of the problems faced by migrants, but also ethnic minorities, in integrating into French society.

The existence of the Social Action Fund for Immigrant Workers and their Families (FAS), which provides financial support for integration initiatives, indicates an acknowledgement of the need to adopt special measures to ensure that migrants benefit from general policies and gain access to institutions. The FAS also has a special focus on the fight against discrimination in the labour market³¹. A considerable number of municipalities across France have taken steps to improve migrant communities' integration into the local community by working actively with NGOs on various projects covering the fight against discrimination, the promotion of young people to local employers (e.g. *access* in Toulouse, *Contrat Engagement Diversite* in Amiens)³². For a long time, the French model of integration emphasised assimilation to the point of neglecting problems faced by French citizens with an immigrant background such as latent discrimination. The assimilationist approach is gradually being modified to accommodate immigrant populations with specific needs.

With regard to cultural or civic integration, a number of Member States have special programmes for newcomers holding residence permits or for recognised refugees reflecting the European Commission's suggestion to offer all-inclusive 'settlement packages'³³.

In particular, Germany, the Netherlands, Austria, Belgium (Flanders) and Denmark apply mandatory integration courses, which must be successfully completed before newly-arrived immigrants have the right to residency and have access to social and welfare benefits. Only France and Belgium (Wallonia) apply 'voluntary' integration programmes. Yet, in the case of France once the 'integration contract' is signed by the newcomer, the non-attendance of civic and language courses will have negative consequences for the official decision on whether to grant long-term residence status³⁴.

³¹Local integration policies for migrants in Europe, Eurofound, 2007.

³²<http://ec.europa.eu/ewsi/en/practice/index.cfm>

³³ Opt cit.

³⁴Towards a coherent approach to immigrant integration policy(ies) in the European Union, Marco Martiniello, OECD, 2008.

Across EU Member States, formal participation of migrants and ethnic minorities in the democratic system is based on their citizenship and residence status. In Member States where nationality and citizenship converge, only naturalised migrants hold the right to vote. The proportion of migrants who are able to participate in the formal political process then correlates with the naturalisation rate. This is low in countries with strict naturalisation requirements, such as Germany and Austria. The UK distinguishes between naturalisation and citizenship, giving resident Commonwealth citizens almost full political rights, so that the vast majority of ethnic minorities in the UK are eligible to vote.

Currently in the EU27, third-country nationals can stand as municipal candidates in thirteen Member States³⁵ and vote locally in nineteen Member States. On the other hand, they can only vote in regional elections in seven Member States, and in national elections in two (Portugal and the UK). Most Member States in Central and Eastern Europe still have laws which limit substantially the political participation of third-country nationals. There are also Member States with a long tradition of immigration that have less favourable frameworks for the political participation of immigrants, such as France and Germany.

With political participation increasingly becoming part of national integration strategies, a number of local and regional consultative bodies aiming to address third-country nationals' concerns in order to improve policies have been set up in a number of Member States such as France, Italy or Luxembourg. These consultative bodies allow third-country nationals the possibility of participating indirectly in the political life of their local community. However, research shows that these consultative bodies tend to appear and disappear based on local political will and changes in governance arrangements.³⁶

2.6 Role of Local and Regional Authorities

Integration policies are generally pursued through coordinated action between the national, regional and local levels, sometimes in the framework of contractual arrangements. When drawing up their specific policies, local and regional authorities usually rely on national legislation but also refer to EU framework policies such as the Common Basic Principles, the Common Agenda on Integration and the Integration Handbooks. This is evidence of a genuine multi-level governance approach ensuring a partnership between the European institutions, the Member States and national, regional and local governments.

³⁵ These countries are: BE, CZ, ES, DK, FI, IE, LT, MT, NL, PT, SE, SI, SK.

³⁶ <http://www.mipex.eu/political-participation>

There has been an increasing official recognition both by the European Commission and the EU Member States of the fundamental nature of ‘the local and regional governance dimension’ of integration policies. This recognition becomes directly visible in some of the CBPs and the ways in which the European Commission has proposed to implement these principles in Immigrant Integration Policies (CBPs).

Integration is more and more considered as a process that starts ‘on the ground’, which means that integration policies are to be developed with a genuine 'bottom-up' approach, close to the local level. This approach has been translated into various measures included in the **EU Framework on Integration** and wider policies which have fashioned the role of local and regional authorities over the last ten years.

This is especially manifest in the last three editions of the **Commission’s Handbook on Integration**, the latest edition having been published in 2010. These publications highlight some of the good practices and lessons drawn by policymakers and practitioners in close contact with the local and regional levels. It becomes apparent that the local and regional levels serve as a testing ground for innovative projects and approaches to integration focusing on specific issues faced by particular communities. The Handbooks aim to facilitate the exchange of such projects and approaches among local and regional authorities on an EU-wide dimension in order to attempt to develop common indicators or standards on integration.

The **Justice and Home Affairs Council Conclusions** of 19 November 2004 underline the need to engage local, regional and national institutions in the integration process, and constituted the first occasion where the Council elaborated further, and agreed officially, on the central role of local and regional authorities inside the EU Framework on Integration.

An **Opinion adopted by the CoR in February 2009** on integration, entitled *Local and Regional Authorities at the Forefront of Integration Policies*, offers interesting views and ideas on the way in which the role of local and regional authorities could be strengthened in the domain of integration.

The Opinion states that local and regional authorities have a decisive role in creating the right conditions for third-country nationals to have access to information and services relating to: employment, education, healthcare, housing, culture and other public goods. In this context, it also acknowledges that local and regional authorities ‘*pay special attention to cooperation, communication and exchanging information with the public, migrant organisations and NGOs*’. As such, they are seen as making a real contribution

to developing a climate of trust and maintaining cohesion in local communities between different segments of the population.

In light of these facts, the Opinion calls for the implementation of a ‘multi-tier governance approach’ to integration that would include cooperation at the various governance levels (EU, national and local), while respecting the principle of subsidiarity, as well as a collective approach including all relevant stakeholders.

Furthermore, the Opinion insists that *‘local and regional authorities should be given the opportunity to become actively involved in developing integration strategies at a very early stage and throughout their implementation’*. It goes on to reiterate the conclusions of the Vichy Declaration of November 2008 regarding the need to include regional and local authorities in *‘planning, implementing and evaluating integration policies’* and the recognition of their *‘special and essential role’* in the integration of TCNs.

The conclusions of a seminar on **‘The Role of Cities and Regions in Integrating Immigrants’** organised by the CoR in October 2008³⁷ highlighted the value of cooperation and information exchange between local and regional authorities as well as civil society organisations. They underlined that the specific needs of municipalities and regions should be taken into consideration in the operation of the European Integration Fund. Finally, they insisted on the need for the CoR to contribute to the Handbook on Integration with ‘best practices’ from local and regional authorities and for it to be fully involved in the European Integration Forum.

Despite this progressive recognition of the importance of the local and regional level in the field of integration, there are a number of policy gaps affecting the role and impact of local and regional authorities within the EU Framework on Integration. A study published by the **Centre for European Policy Studies** entitled **‘The role and potential of local and regional authorities in the EU framework for the integration of immigrants’** reveals a lack of formalised involvement of local and regional authorities in the decision-making processes.

The study explains that the EU Framework on Integration has been mainly focusing on fostering the exchange of information and policy coordination of Member States’ national integration policies through National Contact Points (NCPIs), which are representatives of the Member States’ Ministries dealing with integration. While dialogue between the NCPIs and representatives of local/regional authorities may take place, and there is no doubt that some NCPIs

³⁷ CdR 323/2008.

are in regular dialogue with these authorities through their contributions to the Handbook on Integration, there is a lack of a sustainable and structured dialogue with local and regional authorities because such relationships are not formalised in the EU framework for integration.

The Opinion of the Committee of the Regions on the *'The new European agenda for integration'*³⁸ welcomes the development of a strategic partnership with the European Commission and European networks of cities and regions with a view to facilitating a structured dialogue and promoting effective policies for the integration of third-country nationals. In the Opinion, the CoR proposes the setting-up of a network of local and regional authorities for integration as a component of this partnership whilst calling for the Commission to provide political, economic and operational support.

2.7 Existing Networks dealing with Integration

This section provides an overview of the main EU-level networks of local and regional authorities. Given that the aims of this assignment are to help with the development of a new network on integration, it is important to understand what exists already. Section 2.7.1 provides a summary of the main EU-wide networks that have LRAs as their main or only members. Section 2.7.2 (supported by Appendix D) examines the other networks that focus on integration or integration-related issues, and that in some cases also include some LRAs amongst their members.

2.7.1 LRA-Based Networks dealing with Integration

A number of networks fall into this category – CLIP, Eurocities, the Network of European Regional and Local Authorities on Asylum and Immigration (ERLAI), Council of European Municipalities (CEMR), The Intercultural Cities (ICC) and European Urban Knowledge Network (EUKN). They do not all focus exclusively on integration but this is an important aspect of their function.

³⁸ CdR 199/2011 fin.

CLIP

The European Foundation for the Improvement of Living and Working Conditions (Eurofound), the City of Stuttgart and the Congress of Local and Regional Authorities of the Council of Europe in 2006 set up the ‘Cities for Local Integration Policies for Migrants’ (CLIP) Network. The cities of Vienna and Amsterdam later joined the network’s Steering Committee. The network gets support from the CoR and Council of European Municipalities and Regions (CEMR). It has also formed a partnership with ENAR (European Network against Racism).

The network is made up of 30 large and medium-sized cities.³⁹ The collaboration with six universities and research centres across Europe provides a scientific/academic dimension to the network. CLIP aims to foster ‘shared or joined learning processes’ between the participating cities, the researchers/academics as well as policymakers at the various levels of governance.

Through the medium of separate city reports and workshops the network enables local authorities to learn from each other and to deliver a more effective integration policy. The unique feature of the CLIP network is that it organises a shared learning process between the participating cities, between the cities and a group of expert European research centres as well as between policymakers at local and European level.

For each of the four research modules one specific issue relevant to the integration of migrants in relation to the role of local authorities is examined.

- *Module 1* was on housing – segregation, access to, quality and affordability of housing for migrants - which has been identified as a major issue impacting on migrants’ integration into ‘host societies’;
- *Module 2* examined equality and diversity policies in relation to employment within city administrations and in their provision of services;
- *Module 3* is on intercultural policies and intergroup relations;
- *Module 4* looked at ethnic entrepreneurship.⁴⁰

³⁹ In particular it includes Amsterdam (NL), Arnsberg (DE), Antwerp (BE), Athens (GR), Diputació de Barcelona (ES), Bologna (IT), Breda (NL), Brescia (IT), Budapest (HU), Copenhagen (DK), Dublin (IE), Frankfurt (DE), Helsinki (FI), Istanbul (TR), Izmir (TR), Kirklees (UK), Lisbon (PT), Liège (BE), City of Luxembourg (LU), Matarò (ES), Malmö (SE), Prague (CZ), Sefton (UK), Stuttgart (DE), Sundsvall (SE), Tallinn (EE), Terrassa (ES), Torino (IT), Turku (FI), Valencia (ES), Vienna (AT), Wolverhampton (UK), Wrocław (PL), Zagreb (HR), Zurich (CH).

⁴⁰ <http://www.eurofound.europa.eu/areas/populationandsociety/clip.htm>

At local level, preliminary results based on CLIP research on the management of diversity in local authorities appear to indicate a lack of knowledge of European anti-discrimination legislation. There is also a lack of information on opportunities offered by European programmes and initiatives. CLIP tries to fill these gaps by providing information on EU legislation and activities; in addition, it provides a platform to create consortia between cities in order to apply for assistance to European programmes.⁴¹

Eurocities

EUROCITIES is the network of major European cities, which brings together the local governments of more than 140 large cities in over 30 European countries.

Through six thematic forums, a wide range of working groups, projects, activities and events, the EUROCITIES network is a platform for sharing knowledge and exchanging ideas. Its objective is to reinforce the important role that local governments should play in a multilevel governance structure. Based on the EU's three key challenges, its policy priorities are climate, economy and inclusion⁴².

Through one of the EUROCITIES activities ('Integrating Cities') – an 'Integrating Cities Charter' has been developed, which underlines the commitment of Europe's cities and mayors in addressing migrant integration through their roles as policymakers, service providers, buyers of goods and services and employers and renews and updates the commitment of EUROCITIES to the integration of migrants and the promotion of well-managed migration in our increasingly diverse cities.⁴³

Network of European Regional and Local Authorities on Asylum and Immigration (ERLAI)

ERLAI is a Brussels-based network of regional and local officers on asylum and immigration which has been operating since October 2003. The network aims to share 'good practices' of local and regional authorities and liaise with the EU institutions on normative and financial opportunities. Integration is one of the key areas covered by its work. Among the ERLAI objectives there is the promotion of awareness of 'good policy and practice' in other regions and local

⁴¹ Integration of third-country migrants - Background paper, October 2007.

⁴² http://www.eurocities.eu/eurocities/about_us

⁴³ http://www.london.gov.uk/sites/default/files/Cities-charter_ENG2.pdf

authorities in Europe.⁴⁴ It currently involves ‘more than’ 30 regions, cities and local authorities across eight EU Member States.

The activities of ERLAI’s were supported and developed by the ERLAIM project (*European Regional and Local Authorities for the Integration of Migrants*).⁴⁵ The project included eight partners from various areas of governance at local and regional level and amongst stakeholders. ERLAIM was coordinated by the Regione Emilia-Romagna. It functioned from December 2006 until July 2008, and was also funded by the INTI Preparatory Actions 2005 of the European Commission's DG JLS. The aim of the project was based on the experiences of ERLAI, at “*improving the quality of the action of regional and local stakeholders when participating in the design and implementation of policies concerning integration of third-country nationals*”⁴⁶ and “*to promote a wider transnational partnership representing a platform for dialogue on integration of migrants*”.⁴⁷

With regard to the research dimension, ERLAIM partners were engaged in an assessment of regional/local integration strategies and projects in a number of thematic streams including: citizenship, political participation, intercultural communication, minors, gender perspective, and public/private partnerships. The project adopted methodological tools to collect information using a questionnaire designed by external experts. The questionnaire contained separate sections on the different local policy strategies and themes covered, as well as on existing projects and ‘good practices’ at local level.⁴⁸ The questionnaire was completed by all the partners in the network.

On the basis of this information, the comparative analysis was carried out. In addition, the information provided in the questionnaires was complemented by data provided in local publications and websites as well as telephone interviews with experts, policymakers and NGOs. The projects 2008 final report highlighted a number of issues, which are relevant to further debates and measures at local and regional level.

⁴⁴ <http://www.emiliaromagnasociale.it/wcm/emiliaromagnasociale/home/immigrazione/Erlai/Presentation.htm>

⁴⁵ www.erlaim.eu

⁴⁶ ERLAIM Project Summary, retrievable from www.erlaim.eu/wcm/erlaim/sezioni/Mission/objectives.htm.

⁴⁷ ERLAI Newsletter, Special Edition, Issue 8, Autumn/Winter, 2006, which was specially dedicated to the representation of the ERLAIM Project and the different project partners.

⁴⁸ Sections E, F and G of the questionnaire were of particular importance.

Council of European Municipalities (CEMR)

The CEMR is the largest association of local and regional government in Europe. It aims to promote a united Europe that is based on local and regional self-government and democracy by enhancing the local and regional contribution, to influence European law and policy, to exchange experience at local and regional level and to cooperate with partners in other parts of the world in such fields as regional policy, transport, the environment, equal opportunities, and governance.

Its committees and working groups seek to influence draft EU legislation to make sure the interests and concerns of local and regional authorities are taken into account from the earliest stages of the EU legislative process. The CEMR has a unique town twinning network with over 26,000 twinning projects linking towns from all over Europe.

Every 4 or 5 years, the CEMR and a partner city co-organise a major twinning Congress or conference, which mobilise the activists of the twinning movement (mayors, elected representatives, community leaders and organisers) from across the continent. Through different subjects discussed during conferences, the CEMR aims to improve twinning processes which might have a potential impact on social and cohesion policy. In May 2007, it organised a conference, with over 600 representatives of local governments from across Europe, to discuss issues like new types of twinning, obtaining financial support; but also how twinning can contribute to social inclusion.

Intercultural Cities (ICC)

The ICC Programme began in 2008 as a joint pilot initiative of the Council of Europe and the European Commission. It set out to examine the impact of cultural diversity and migration from the perspective of Europe's cities and identify strategies and policies which could help cities work with diversity as a factor of development. This cooperation between 21 cities set out to propose practical policies and methods that cities across Europe might adopt and benefit from. It is seeking to engage at different levels with politicians and civil servants across a range of policy portfolios, with NGOs and migrant associations, public service, education and culture professionals, and with business and the media.

Through cooperation between the cities it aims e.g. to establish a joint strategy with local media agencies and, where appropriate, journalism schools; to gather and present news in a responsible and intercultural way; to achieve a balanced reporting of migrants/minorities in media and strengthen community media; to develop new models of local (and global) citizenship and to establish an

intercultural intelligence function or an observatory providing information on local level activities.⁴⁹

European Urban Knowledge Network (EUKN)

The European Urban Knowledge Network (EUKN) shares knowledge and experience on tackling urban issues. The key objective is to enhance the exchange of knowledge and expertise on urban development throughout Europe, bridging urban policy, research and practice. Thirteen EU Member States (National Focal Points, NFP), EUROCITIES, the URBACT Programme and the European Commission participate in this European initiative.

The EUKN deals with the integration of migrants and minorities and acts as a platform for the exchange of information between NFPs and other organisations on these matters. The EUKN particularly focuses on and fosters the exchange of good integration practices at local and regional level. It promotes local authorities as the most adequate level of government for integrating newly-arrived third-country migrants into the local community both socially and economically, given their greater flexibility to embark on innovative projects.⁵⁰

2.7.2 Other Networks dealing with integration

The EU has over the last ten years favoured the transnational exchange of information and practices through the creation of EU-wide networks on immigration and integration. Those structures built among EU Member States, provide a platform for discussion and research on particular and recent phenomena linked to immigration and integration. In Appendix D we provide a summary review of the main EU level networks and the ways they cooperate with Local and Regional Authorities.

2.8 Conclusions – Integration of Migrants and Role of LRAs

The literature review findings suggest that while there is a strong EU and national legal basis for integration of third-country nationals, there are still a number of obstacles to improving the integration process.

Generally, at the root of the problem are **discrimination and the negative attitude** of the general public towards third-country nationals, which are

⁴⁹http://www.coe.int/t/dg4/cultureheritage/culture/cities/ICCMoDelPubl_en.pdf

⁵⁰<http://www.eukn.org/>

perceived to be the most important barriers to integration throughout the EU. Other significant integration barriers include: **linguistic, educational and institutional factors**.

Socio-economic and cultural integration

The segregation of third-country nationals into ‘ghettos’, where they have little contact with the native population, also has a detrimental effect on integration. Considering that cities and their districts are primary areas to foster intercultural dialogue, it is important for local governments to develop and obtain the resources to combat racism, xenophobia and all forms of discrimination. It is necessary to invest in districts with a high immigrant concentration in order to fight inequality.

There is clear and consistent evidence from both national indicators and international studies that many migrant children underperform at school compared to their native peers in many EU Member States. The cultural factors and not just socio-economic factors explain this gap in educational attainment between native children and children with a third-country migrant background. It is important to implement inclusive and comprehensive policies prioritising language training for third-country nationals and their families.

In the case of **economic integration**, third-country nationals are often perceived as having insufficient education and training, sometimes face problems with the recognition of their qualifications and may have a limited knowledge of the main language(s), which restricts their access to the labour market and employment. In this context, labour market institutions and the welfare state have an important role to play. In a number of EU Member States, there is the belief that third-country nationals are taking employment opportunities from local people. This creates a climate of hostility which can be detrimental to the labour market integration of third-country migrants.

Political/legal integration

With regard to **political/legal integration**, despite the fact that third-country nationals are of the view that having ‘**legal status**’ is important in successful integration they did not feel that it was necessary to have **citizenship**⁵¹. Nevertheless, before migrants become naturalised, in some of the EU27 Member States they have no say in the policies affecting them daily. Only in nineteen EU Member States can third-country national vote in local elections and in national elections in two (Portugal and the UK). Most of the Member States that joined the EU in 2004 and 2007 still have laws which limit substantially the political participation of third-country nationals.

⁵¹ Eurobarometer Survey on Integration 2011.

In addition to 'objective' factors, the self-perception of the third-country nationals can also constitute an obstacle to their integration. Internal barriers (social, cultural, and religious norms, third-country nationals' own opinions about themselves, lack of motivation and intergenerational mobility) are serious barriers to integration.

Role of Local and Regional Authorities

It is important to mention that LRAs often are the first level to introduce **innovative projects** and approaches to integration focusing on specific issues faced by particular communities. LRA authorities have an important role in creating the right conditions for third-country nationals to have access to information and services relating to **employment, education, healthcare, housing, culture and other public goods**.

As the literature review shows, LRAs should be given the opportunity to become actively involved in developing integration strategies at an early stage and throughout their implementation. Integration policies should be developed with a genuine '**bottom-up**' approach, close to the local level and its community needs.

Despite this progressive recognition of the importance of the local and regional level in the field of integration, there are a **few policy issues** affecting the role and impact of LRAs within the EU Framework on Integration. There is a lack of a sustainable and structured dialogue with LRAs and NCPIs because such relationships are not formalised in the EU framework for integration. In this context, this does not guarantee a solid and long-term strategy for the local and regional dimensions of integration.

Another policy gap relates to the way in which the **European Integration Fund** is working in practice. As National Authorities in each Member State are responsible for managing the funding granted, there exist differences between Member States regarding the extent to which funding is effectively channelled to local and regional activities for integration activities. This can influence the exchange of good practices among LRAs.

As shown in the literature review, it is a common perception that EU should further promote the **local and regional level dimension of integration** in future as LRAs often serve as a testing ground for developing new approaches to integration.

3. Survey Analysis & Case Studies

In this section we present an analysis of the responses to a survey of LRAs on the subject of integration practices and policies, and examine a number of examples of best practice in the integration of third-country nationals at local and regional level.

3.1 Analysis of Survey Responses

This section analyses the response to an online survey of LRAs to obtain information on integration practices. The survey was conducted online over a period of three months. CSES was responsible for the survey and questionnaire design (the latter in cooperation with the CoR services) and the analysis of the responses. Local and regional authorities were contacted primarily by means of the CoR communication channels.

LRA respondents were asked to provide details of programmes and projects that their authority has implemented to help promote the integration of third-country nationals. For this purpose, they were asked to complete a fact sheet for each of the main programmes or projects.

3.1.1 Overview of survey responses

There were 116 ‘hits’ for the on-line survey, of which 83 were partially completed responses and 48 (41%) were completed sufficiently to be of analytical use. A breakdown by country is provided below.

By far, the largest number of completed responses came from Greek respondents (47.9%), followed by Spain (18.8%). Responses were returned by ten other countries. The bias towards Greece should be taken into consideration when looking at the survey analysis. Several respondents helpfully completed more than one fact sheet, contributing towards a total of 46 completed.

Table 3.1: Survey response rate by country

Country	Completed questionnaires		Number of completed fact sheets
	N°	%	
Austria	3	6.3	8
Belgium	1	2.1	2
Cyprus	1	2.1	1
Czech Rep.	1	2.1	0
Finland	1	2.1	2
France	1	2.1	1
Germany	3	6.3	2
Greece	23	47.9	4
Ireland	2	4.2	1
Italy	2	4.2	3
Portugal	1	2.1	0
Spain	9	18.8	22
Total	48	100.0	46

3.1.2 Common Basic Principles and Challenges

As Table 3.2 shows, most (68.8%) of the respondents are involved in the integration of third-country nationals in accordance with the **Common Basic Principles**. This suggests that for one-third of the LRAs surveyed, the CBP do not serve as a basis for their activities and therefore these LRAs might have limited knowledge on how EU, national, and other Local and Regional authorities interact in the development and implementation of integration policies.

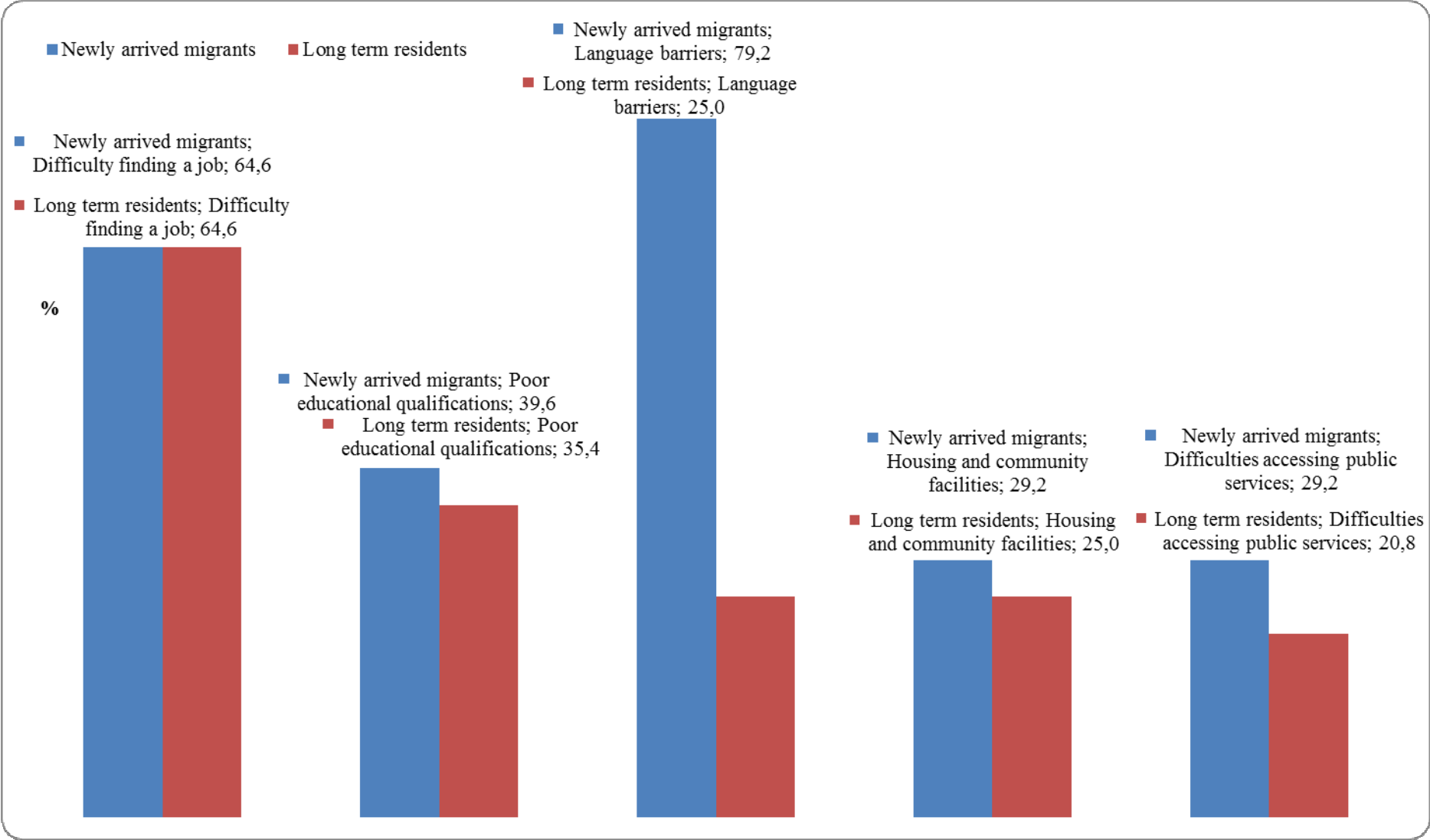
Table 3.2: Is your authority working with/involved in the integration (with regard to Common Basic Principles from 2004) of third-country nationals in your city or region?

Options	N°	%
Yes	33	68.8
No	15	31.3
Total	48	100.0

With regard to the **main challenges to integration faced by third-country migrants**, 79.2% of the LRAs surveyed indicated that insufficient knowledge of the local language is one of the most significant barriers (see Figure 3.1 below). These results confirm the findings of the Eurobarometer Report on Migrants Integration (2011). The Eurobarometer survey results show that the main barrier

to integration from the perspective of both the general public and migrants is language. Not surprisingly, language barriers diminish with time but this is less so with the other factors.

Figure 3.1: What are the main challenges to integration faced by third-country nationals in your city or region for (i) Newly-arrived migrants; and (ii) Long-term residents? (higher priority)



Difficulties in finding employment are also seen as particularly challenging for both newly arrived migrants and long term residents (64.6% of respondents). Interestingly, as pointed out in the **IZA Expert Opinion Survey** findings, migrants' employment issues are inevitably connected with insufficient knowledge of the local language and poor education, which limits their access to the labour market and employment.

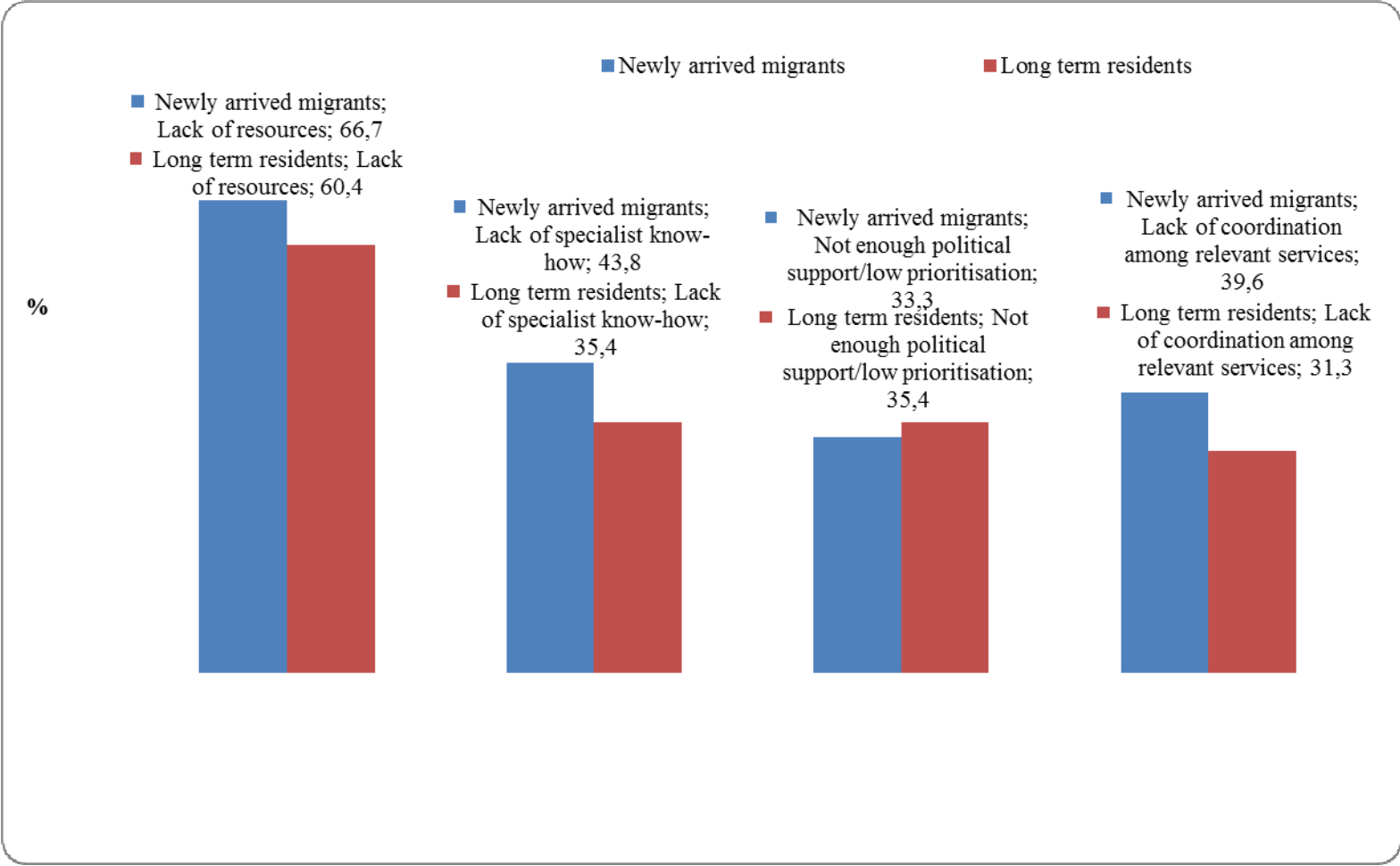
However, what is not clear (from the survey at least) is whether difficulties in finding a job is a temporary phenomenon associated with the current economic downturn in Europe, or a long-lasting obstacle for third-country migrants. The survey sample is not large enough to analyse responses on this issue by country but this could reveal differences reflecting the strength of different EU Member States' economies.

In the CoR's own Consultation⁵², a considerable number of respondents focused on education (including language training and the knowledge of the host society) as well as the necessity for (formal or informal) recognition of skills or qualifications obtained by migrants abroad. They identified these aspects as instrumental for the more effective integration of immigrants in the labour market.

From **the perspective of LRAs' work with third-country nationals, lack of resources was cited as the highest priority and challenge** faced by cities/regions in dealing with the integration of third-country nationals. This was the case, according to 66.7% of respondents, in respect of newly-arrived migrants and 60.4% in respect of long-term residents (see Figure 3.2).

⁵²Opt cit.

Figure 3.2: What are the main challenges faced by your city or region in dealing with the integration of third-country nationals in your city or region for: (i) Newly-arrived migrants; and (ii) Long-term residents? (higher priority)

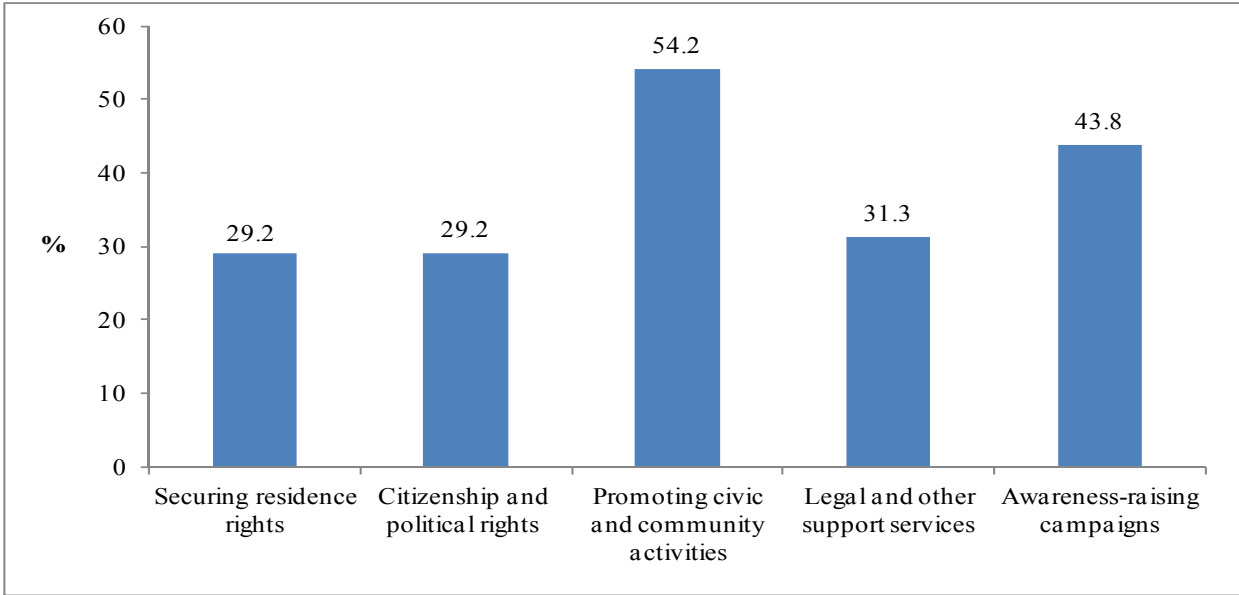


3.1.3 The various dimensions of integration

As pointed out in the Eurobarometer survey on Migrants' Integration (see Section 2.4), third-country migrants feel that citizenship is not necessary for successful integration.

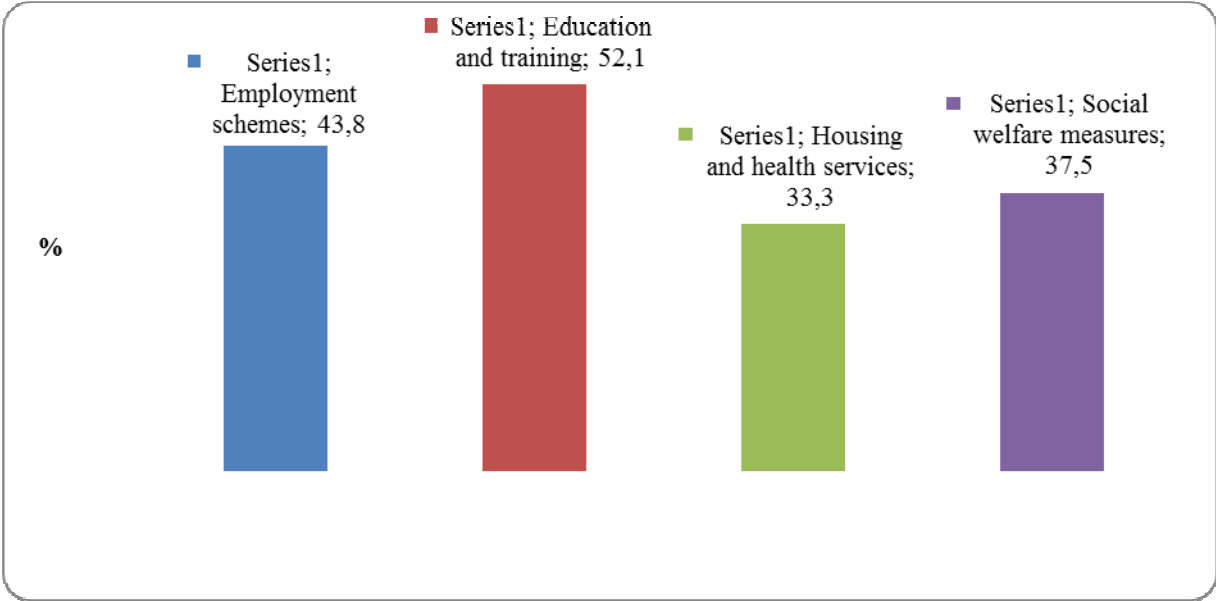
According to the findings, migrants consider their 'legal status' as more important in successful integration. The Survey responses show that LRAs understand the need to promote the **political and legal aspects of integration** - more than half (54.2%) of the respondents said that their city or region gives a high priority to promoting civic and community activities in the interest of the legal/political integration of third-country migrants.

Figure 3.3: What sort of measures does your city or region has in place to promote legal/political integration of third-country migrants? (higher priority)



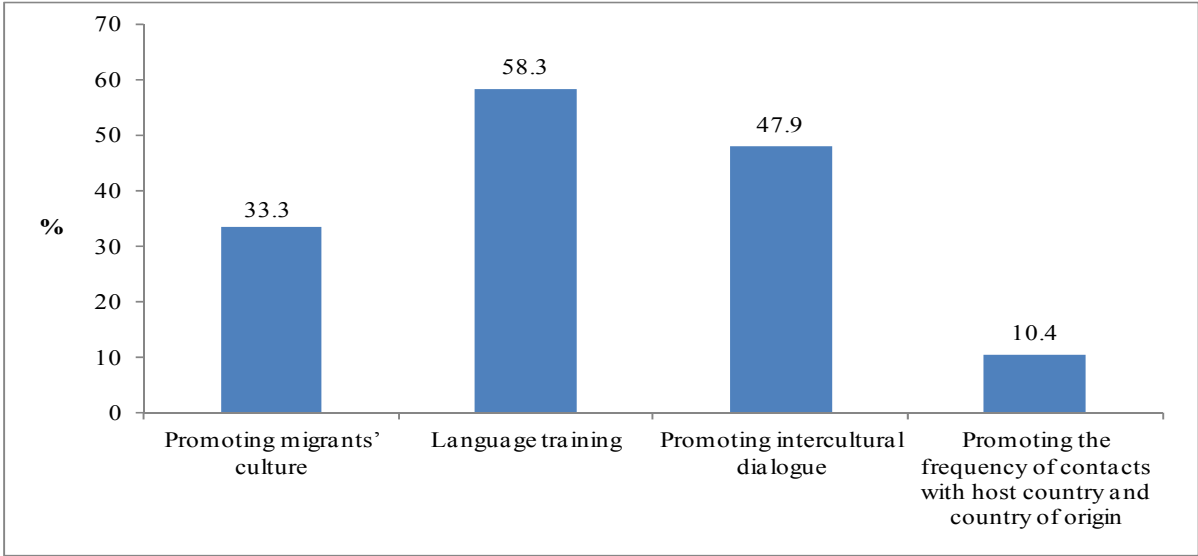
For the purpose of promoting the **socio-economic integration of third-country nationals**, 'education and training' and 'employment schemes' were considered of highest importance, with a little over half of the respondents (52.1%) indicating the former and 43.8%, the latter.

Figure 3.4: Please indicate the importance for your city or region of different ways to promote the socio-economic integration of third-country nationals (higher priority)



Turning to the **cultural aspect of integration**, language training was indicated as of high importance by 58.3% of the respondents, and promoting intercultural dialogue by 47.9%.

Figure 3.5: Please indicate the importance for your city or region of different ways to promote the cultural dimension of integration (higher priority)



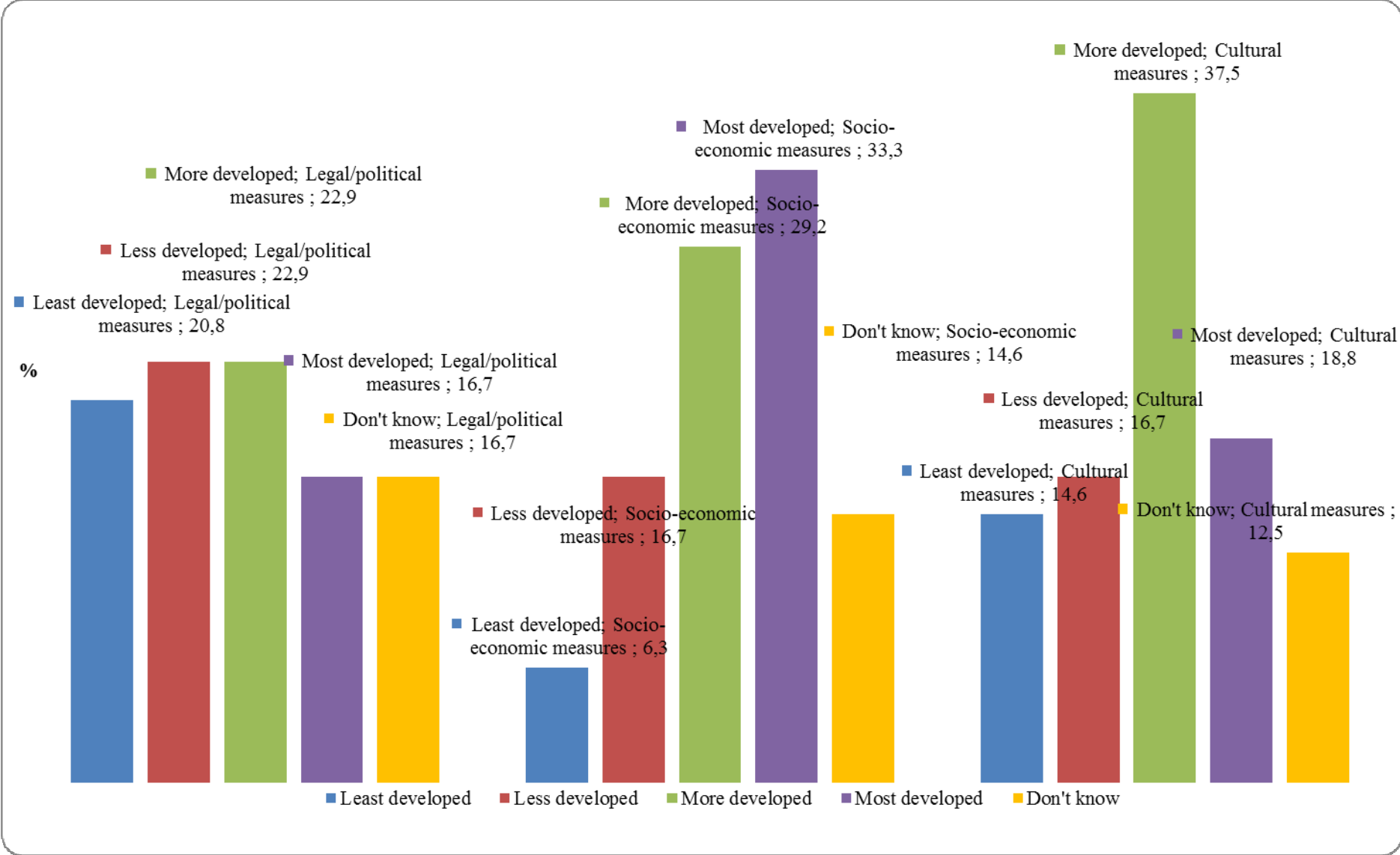
Again, LRAs' opinions seem to be in line with migrants' expectations expressed in the Eurobarometer findings, which concluded that being able to speak, or

wanting to learn, the local language and having a job are the most important criteria for integration. This is also an important finding from the CoR's 2011 survey.

Comparison of the three dimensions

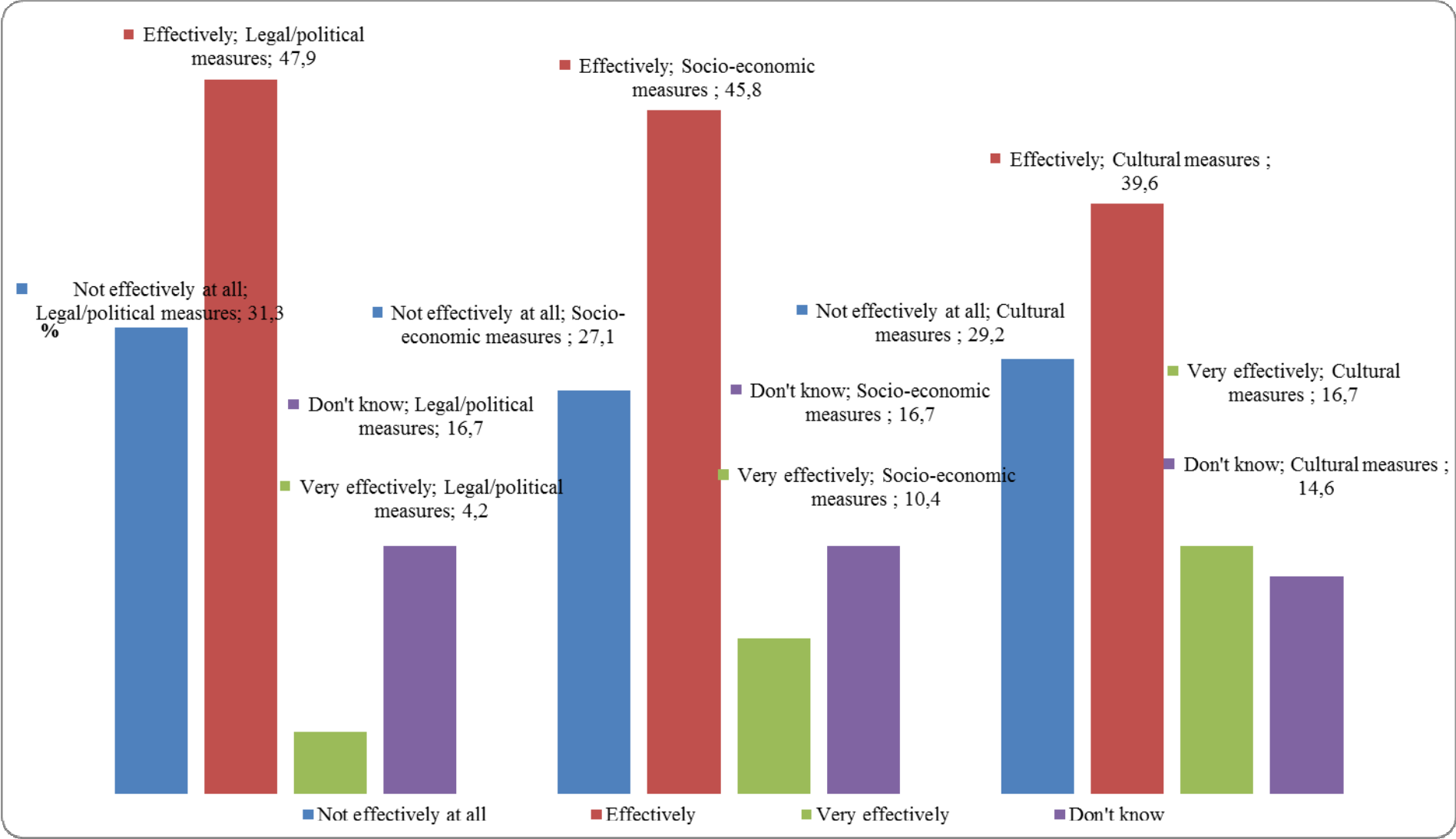
Although a high priority was given to all three aspects of integration by LRAs, survey answers suggest that integration policies with a socio-economic and cultural dimension are more developed than measures promoting legal/political integration.

Figure 3.6: Which of the dimensions of integration do cities' or regions' policies mostly refer to?



Although conceding that political/legal measures are less developed, LRAs also suggested that of all the dimensions of integration, political/legal measures are the most effective. Surprisingly, cultural measures which are the most referred to in LRAs' policies are seen as being the least effective of all.

Figure 3.7: How effectively do the policies carried out in your city or region with regard to the integration of third-country nationals address the challenges you have identified above?



3.1.4 LRA Resources and Networks

LRAs that participated in the survey are the most aware of the need to tackle integration. For example, in Greece, the survey shows that in the regions where such training is provided, this is often done through seminars. Spanish regions seem to be particularly aware of the need for staff training in respect of third-country migrants.

Table 3.3: Does your authority provide any specific training for the staff dealing with third-country migrants?

Options	N°	%
Yes	27	56.3
No	18	37.5
Don't know/no response	3	6.3
Total	48	100.0

City or regional **networking on immigration and integration issues** is practiced by the majority (60.4%) of the surveyed authorities.

Table 3.4: Is your authority a member of a network with other cities or regions that works on immigration and integration?

Options	N°	%
Yes	29	60.4
No	16	33.3
Don't know/no response	3	6.3
Total	48	100.0

Just over half of the respondents (54.2%) said that **migrant associations** are involved in the preparation of regional/local integration programmes, strategies and policies, however over a third (35.4%) said that migrant associations are not involved in such activities.

Table 3.5: Are the migrant associations in your city/region involved in preparation of the regional/local integration programmes, strategies and policies?

Options	N°	%
Yes	26	54.2
No	17	35.4
Don't know/no response	5	10.4
Total	48	100.0

It is important to mention that several regions have **observatories on third-country migration**, whilst others operate comprehensive immigration /integration services. An example from the Lombardy region in Italy states that:

‘The region operates a network with 12 provinces of Lombardy and with the municipalities of the territory in the realisation of projects and integration efforts in the territory. The Lombardy region has also networked with the other Italian regions, participating in coordination bodies, promoted by the Central Government (Ministry of Interior and the Ministry of labour and social policy) on all matters within its competence: migration, social policies etc.’.

Apart from the municipality of Patras, which monitors migratory issues to help with planning actions, respondents from Greece reported no specific administrative instruments for planning policies or monitoring migration issues. Respondents were then asked to comment on **how the participation of migrant associations could be increased in their city/region**. Many helpful suggestions were provided (for example: creating a network which would improve the exchange of experiences, representation in municipal councils or advertising campaigns by the municipality regarding integration schemes implemented in the local community).

3.2 Case Studies on Best Practice

In this section, we present and evaluate the case study material that has been collected on good practices in the integration of third-country nationals.

3.2.1 Methodological Framework

Good practice examples have been identified from two main sources - **the survey responses (see Section 2.1) and the European website on integration**. We have also taken into account the CoR’s report on the ‘**Consultation on the upcoming Second European Agenda on Integration**’ of May 2011.⁵³ Examples of good practices were collected from countries providing a good mix of experience: Austria, Belgium, Czech Republic, Finland, France, Germany,

⁵³The aim of this consultation was to provide the European Commission (DG HOME) with input from local and regional authorities with regard to the Second European Agenda on Integration. The consultation was carried out by means of a questionnaire prepared by CoR services, seeking input on four main areas related to integration of migrants: (a) general questions, referring to the respondents' experience with the Common Agenda on Integration and their expectations of the upcoming second agenda, (b) the delivery of integration policies at local and regional level, (c) monitoring the results of integration policies at local and regional level and finally (d) identification of "success stories". In total, the consultation attracted 47 responses from entities in 11 Member States.

Greece, Hungary, Ireland, Italy, Netherlands, Poland, Romania, Spain, Sweden and United Kingdom. Details of the survey were provided earlier, so this section focuses on the European website on integration.

European website on Integration

The European website on Integration⁵⁴ is jointly operated by the DG Home Affairs and the DG for Communication, Networks, Content and Technology. The website includes a database providing details of projects demonstrating good practices with regard to integration.

‘Good practices’ are defined by the website as ‘**strategies, approaches and/or activities that have been shown through research and evaluation to be effective, efficient, sustainable and/or transferable, and to reliably lead to a desired result**’. The website goes on to explain that good practices are collected through a template, which has been developed specifically to that effect and comprises all the information needed to judge whether the practice is adaptable to other contexts.

At the time when the research for this report was undertaken, there were just over 600 records on the database. CSES manually extracted the key information from the database, identifying the good practice examples relating to LRAs and analysing these in more depth. As can be seen from Table 3.7 below, over three-quarters (78%) of the records relate to LRA schemes.

Table 3.7: Breakdown of projects taken from DG HOME website (by range)

Project area	N°	%
EU-wide/ International	32	5.1
National	104	16.6
Regional/ municipal	492	78.3
Total	628	100.0

Not surprisingly, the largest EU Member States tend to account for the largest proportion of the records – approaching half the total (47.2%) is accounted for by Germany, France, Italy, Spain and the UK. That said, while Germany and Spain account for a relatively high proportion, the number of records for France, Italy and the UK are much lower. The Netherlands have also contributed a relatively high proportion of good practice examples.

⁵⁴ <http://ec.europa.eu/ewsi/en/policy/personal.cfm>

Table 3.8: Breakdown of projects taken from DG HOME website (by country and range)

Country	Regional/ municipal	National	Total	% of total
Austria	29	3	32	5.1
Belgium	22	7	29	4.6
Bulgaria	3	1	4	0.6
Cyprus	1	0	1	0.2
Czech Republic	6	2	8	1.3
Denmark	13	3	16	2.5
Estonia	0	5	5	0.8
Finland	24	11	35	5.6
France	39	1	40	6.4
Germany	104	13	117	18.6
Greece	8	7	15	2.4
Hungary	2	1	3	0.5
Ireland	4	2	6	1.0
Italy	17	5	22	3.5
Latvia	4	2	6	1.0
Lithuania	1	1	2	0.3
Luxembourg	2	11	13	2.1
Malta	0	2	2	0.3
Netherlands	63	3	66	10.5
Norway	1	0	1	0.2
Poland	7	2	9	1.4
Portugal	16	1	17	2.7
Romania	4	0	4	0.6
Slovakia	5	3	8	1.3
Slovenia	3	1	4	0.6
Spain	58	7	65	10.4
Sweden	11	0	11	1.8
United Kingdom	43	9	52	8.3
Other	2	1	3	0.5
Subtotal	492	104	596	94.9
EU-wide/ International	n/a	n/a	32	5.1
Total			628	100.0

Over half (54.8%) the good practice projects are on-going. As can be seen from the table below, just under a quarter (22.8%) of the projects have come to an end before 2010 with the remainder having end dates within the past three years.

Table 3.9: Breakdown of projects taken from DG HOME website (by project end date)

Project end date	N°	%
Continuing	344	54.8
2012	17	2.7
2011	50	8.0
2010	74	11.8
Before 2010	143	22.8
Total	628	100.0

The table below shows the number of projects by their main purpose (many projects fell into more than one category). More than half of the projects were aimed at improving social integration.

Table 3.10: Project aim (regional/ municipal projects only) – multi-response possible

Options	N°	%
Employment	83	16.9
Training	64	13.1
Education	91	18.6
Social integration	264	53.9
Cultural	68	13.9
Health	41	8.4
Legal and political	25	5.1
Other	57	11.6

Most projects on the website had/have more than one source of funding. As the following table shows, local funding is the single most significant source although some of this may of course originate in grants awarded by national authorities. A breakdown is provided below to the extent that the sources of funding can be separated.

Table 3.11: Source of funding (regional/ municipal projects only) multi-response possible

Options	N°	%
Local	231	47.1
Regional	134	27.3
National	189	38.6
EU	128	26.1

As noted in Section 1, CSES selected some projects from the European website on Integration for further analysis, extracting project details and then contacting

the LRAs responsible for the measures to obtain further information through telephone interviews. Other projects were identified from the CSES online survey.

The following table provides a list of the case studies that are examined in this section, indicating how they are classified and from which source they were obtained. A full description of all of the case studies is provided in the model fact sheet in Appendix B.

Table 3.12: List of Case Studies

No	Case Studies (Name)	Organiser/Initiator	Country	Type of measure	Source
1.	Conseil Roubaisien de l'Interculturalité et de la Citoyenneté (CRIC)	Ville de Roubaix	France	Political/legal	DG Home website
2.	Vivere in Italia. La lingua per il lavoro e la cittadinanza	Region of Lombardy	Italy	Political/legal	Survey
3.	Coprod Migrants	Ville de Nantes Metropole	France	Political/legal	DG Home website
4.	Foreigners' Forum - Forum Cudzoziemców	Mazovian Province Governor's Office	Poland	Political/legal	DG Home website
5.	Foreigners' Information Centre–Centrum Informacyjne dla Cudzoziemców	Stowarzyszenie Interwencji Prawnej; Mazovian Province Governor's Office; Polskie Forum Migracyjne	Poland	Political/legal	DG Home website
6.	Legal advice and legal assistance to third-country nationals and the professionals who care for them	The Basque Government	Spain	Political/legal	Survey
7.	Inburgering	Flemish Authority; Agency for Internal Affairs	Belgium	Socio-economic	Survey
8.	Entrepreneurship as a route out of social exclusion	GLE o.p.s	Czech Republic	Socio-economic	DG Home website
9.	A Safe haven in Hamburg	Federal Ministry of Labour and Social Affairs	Germany	Socio-economic	DG Home website

10.	Facilitating the integration of TCNs in Romanian society	The Association for Organisation Development - SAH ROM (ADO SAH ROM)	Romania	Socio-economic	Survey
11.	Zentrum für Existenzgründungen und Betriebe von Migrantinnen und Migranten	City of Erfurt / Internationaler Bund	Germany	Socio-economic	Survey
12.	Campaign for the homologation of studies ‘Get equal’ and invisible curriculums.	Asociación Bidez Bide (Bidez Bide Association)	Spain	Socio-economic	DG Home website
13.	Active Parents: Education without Borders	Unternehmer ohne Grenze.V (Entrepreneurs without Borders)	Germany	Socio-economic	DG Home website
14.	Zentrum für Integration und Migration (ZIM)	City of Erfurt / Internationaler Bund	Germany	Socio-economic	DG Home website
15.	Teaching Greek language and Greek history to migrant mothers	Municipality of Athens Development Agency S.A	Greece	Socio-economic	Survey
16.	AbitAzioni: Percorsi di integrazione e inserimento abitativo	Lombardy Region	Italy	Socio-economic	Survey
17.	Migrant Women as Doulas and Culture Interpreters	European Integration Fund and politicians of North East Gothenburg (LRA).	Sweden	Socio-economic	DG Home website
18.	Tampere Week Against Racism	Municipality of Tampere	Finland	Cultural	DG Home website

19.	Immigropoly	University of Pecs	Hungary	Cultural	DG Home website
20.	Waterford City Integration Strategy	The Waterford local council (LRA) through the Edmund Rice International Heritage Centre	Ireland	Cultural	Survey
21.	Through Stories	PlusPunt Rotterdam	Netherlands	Cultural	DG Home website
22.	Intercultural Communication – Factor of Social Integration	Diana Philantropic Society (NGO)	Romania	Cultural	DG Home website
23.	Where the rivers meet	The Generalitat Valenciana (LRA) through the Conselleria de Justicia y Bienestar Social	Spain	Cultural	Survey
24.	Project Salaam	County Administrative Board in Stockholm County	Sweden	Cultural	DG Home website
25.	Shoreditch Festival	Shoreditch Trust (charity)	UK	Cultural	DG Home website
26.	Promotion of second language acquisition in German Kindergartens	Land Niederösterreich (Lower Austria)	Austria	Cultural	Survey
27.	From kindergarten to high school	Land Niederösterreich (Lower Austria)	Austria	Cultural	Survey
28.	SELMA (Regional Multicultural Information Centre)	Helsinki Metropolitan Area (City of Helsinki and municipalities of Espoo, Vantaa and Kauninainen)	Finland	Cultural	DG Home website
29.	VERTAISKOTO	Cities of Helsinki, Espoo; Finnish Refugee Council	Finland	Cultural	DG Home website

30.	Certifica il tuo Italiano	Regional Government, Lombardy; but the ministry of Labour, as well as 14 regional networks, third sector organisations and schools are involved.	Italy	Cultural	Survey
31.	Training and Certification: Programme for Immigrant Workers LETRA	Madrid region (LRA) and Nebrija University	Spain	Cultural	Survey
32.	Women's World	Women's World group	UK	Cultural	Survey
33.	Integration services of the Lower Austrian State Academy	Land Niederösterreich (Lower Austria)	Austria	Cultural	Survey
34.	Intercultural training and deployment of staff in 40 Lower Austria (Lower) Primary schools	Land Niederösterreich (Lower Austria)	Austria	Cultural	Survey
35.	ALMA Hanke	City of Tampere	Finland	Cultural	Survey
36.	Landesprogramm Modellregionen Integration	State of Hesse	Germany	Cultural	Survey
37.	Learning to advise	Stoke-on-Trent Citizens Advice Bureau	UK	Cultural	Survey

The criteria used in selecting and assessing good practices, as noted earlier in the report, are based on five factors: relevance, efficiency, effectiveness, impacts and sustainability. A definition of these terms was provided in Section 1.

As noted above, the case studies were developed on the basis of answers to the survey questionnaire and cases presented on DG Home website on Integration Practices. Additional desk research and (telephone) follow-up interviews was then undertaken to help develop the cases studies. The following section provides a description of 35 best practices highlighting measures being implemented by Local and Regional Authorities and local NGOs to promote the integration of third-country nationals.

Integration is a multi-dimensional concept which comprises economic, social, political and cultural aspects. The practices presented in this section can be grouped into three categories, along the typology drawn up under 2.3 above: the first category focuses on the legal and political integration of third-country nationals, the second on their socio-economic integration, and the third on their cultural integration.

3.2.2 Cases Studies on Practices Promoting Legal/Political Integration

The legal/political dimension of integration refers to the basic question of whether (or at what stage) third-country nationals are regarded as fully-fledged members of a political community.

In practice, the question is first of all whether third-country nationals have secure **residence rights**, and if they have, how far third-country nationals and ethnic minorities have formal political rights and duties, and if these differ from those of natives. This also includes the question of **whether newcomers may (easily or not) acquire national citizenship and thus gain access to the formal political system**; it also includes the granting (or not) of political rights to non-nationals, for example at the local administrative level. Also, the opportunities for less **formal political participation** (such as through consultative structures for third-country nationals) are part of this dimension.

Measures to promote legal/political integration which are presented in this section focus on promoting third-country nationals' rights and duties as citizens either by giving them the means to empower them to have a stake in society or simply by providing them with legal support and advice to ensure that they have access to a range of public services.

An overview of the measures which take into account political/legal dimension of integration and their brief summary are presented in the table and section below. A detailed description of all of the case studies is included in Appendix A.

Table 3.13: Practices promoting of legal/political integration

No.	Title of the project	Organiser	Main aims, target group and funding
1	Conseil Roubaisien de l'Interculturalité et de la Citoyenneté (CRIC) (France)	Ville de Roubaix	The objective of the CRIC is to give opportunities to communities to be represented politically at local level as well as culturally through various activities. The CRIC can raise communities' concerns to local level political stakeholders. The target groups are foreign communities. (Budget: €8,000 p.a.)
2	Vivere in Italia. La lingua per il lavoro e la cittadinanza (Italy)	Region of Lombardy	The aim of the programme is to consolidate and integrate the offer of programmes to the immigrant population as regards language and citizenship skills, particularly those adults from third countries who live legally in the region and wish to attain the level of civic education and language skills (L2) to obtain the "Accordo" to remain in Italy and the permit to remain in the EU. (Budget €3.2m)
3	Coprod Migrants (France)	Ville de Nantes Metropole	Formulating public policies on reception and integration; developing tools to facilitate the integration process; involving third-country nationals in the development of an approach to integration experimenting with new forms of cooperation. The target groups are foreign members of the municipality's advisory board of foreigners, policy players in the field of integration, and local policymakers. (Budget: €188,000)
4	Foreigners' Forum - Forum Cudzoziemców (Poland)	Mazovian Province Governor's Office	Fostering a dialogue between representatives of governmental institutions and the non-governmental sector representing migrants' interests. The target groups are foreigners (including EU) and Polish employers employing foreign workers. (Budget: Funding comes from the Mazovian Province Governor's Office. There were no additional costs required.)

5	Foreigners' Information Centre – Centrum Informacyjnego dla Cudzoziemców (Poland)	Stowarzyszenie Interwencji Prawnej, Mazovian Province Governor's Office; Polskie Forum Migracyjne	Providing free of charge counselling and legal assistance by lawyers and counsellors. The goal of the project is to support third-country nationals in their integration in Poland by assisting them in completing administrative procedures and resolving various legal problems. The project only targets non-EU nationals. (Budget €1.0m)
6	Legal advice and legal assistance to third-country nationals and the professionals who care for them (Spain)	The Basque Government	Providing professional personalised information, advice and support to facilitate the legal integration of third-country nationals, especially of those who are undocumented, and to provide basic information on immigration law to all professionals working on public services that attend third-country nationals. (Budget: €2.5m)

Below, we provide a summary analysis of the case studies. Full details of each case study are provided in the appendices.

(i) *Projects promoting civic and community activities centred on citizenship rights and political representation*

Third-country nationals must be given the means to participate actively in political life as a way to make them feel part of the local community. In this context, various approaches can be used to make third-country nationals aware of their rights as citizens and to ensure they have a stake in society. The case studies presented below aim to achieve this objective.

The first case study involves **the Conseil Roubaisien de l’Interculturalité et de la Citoyenneté (CRIC) in France**. The objective of the CRIC is to give opportunities to communities to be represented politically at local level as well as culturally through various activities. The target groups are foreign communities. The CRIC primarily organises cultural and festive events such as the annual intercultural festival and various debates relating to multiculturalism. It also supports information campaigns about foreigners’ voting rights at local level or in European elections.

The outcomes of this project are diverse. In general, the CRIC has successfully represented the interests of the different cultural communities of Roubaix, including in its previous form. The CRIC is a platform for cultural communities or immigrant communities to raise issues which can then be solved in close consultation with the City Council and other local level policy stakeholders. With regard to criteria of success this measure is to have successfully represented the interests of the different cultural communities of Roubaix by providing a platform for these communities to raise issues which can then be solved in close consultation with the City Council and other local level policy stakeholders. This case study is highly relevant in terms of giving third-country migrants an opportunity to participate in the political life of the municipality.

The second case study - ‘**Vivere in Italia. La lingua per il lavoro e la cittadinanza**’ - focuses on improving knowledge of the Italian language amongst migrants. The programme has done this through a game that promotes understanding of the different civic organisations and their roles. The game can be used by individual students, or groups, for example in a class setting. The programme also brings together networks of service providers and contributes to the training of social workers supporting third-country nationals in obtaining permanent residence in Italy. Thanks to its innovative approach, this project is very effective in engaging migrants as citizens in Italian society.

Projects promoting reception and legal support services

Newly-arrived third-country nationals are often not entirely aware of their rights and duties in their new country of residence. In this regard, it is often reception services that are responsible for providing legal support and advice to these third-country nationals. Other arrangements also exist to ensure that third-country nationals' rights are observed and that third-country nationals also observe their duties, regardless of the length of time they have been settled in their country of residence.

The project '**Coprod Migrants**' reflects the growing importance of diversity management in small cities. The project ensures that newly-arrived third-country nationals have access to all relevant public services and engages migrants who have been residents for a longer period of time to think about how reception services could be improved. The project thus enables migrants to shape integration measures whilst ensuring newly-arrived migrants are taken in charge and directed to relevant public services.

An interesting case study – **Foreigners' Forum** – illustrates good practices in helping to promote an awareness of issues facing newly-arrived migrants in Poland. The Forum aims to find remedies to issues faced by third-country nationals by bringing together representatives of non-governmental organisations, migrant communities and local government officials. This Forum has proved to be effective in communicating issues to higher levels of government regarding third-country migrants' integration.

The next case study, **Foreigners' Information Centre**, has proved to be an efficient way for third-country nationals to seek legal assistance. The project offers a 'one-stop shop' for migrants in search of information about public services and their rights in the local community. Help is provided to migrants for administrative formalities and other procedures. The Centre facilitates the work of local administrations as well. The providers of free legal help act as mediators between third-country nationals and public administrations. Another case study involves a similar service for migrants. The '**Legal advice and legal assistance to third-country nationals and the professionals who care for them**' provides interactive services (telephone) as an effective way to deliver personalised legal aid. The service provides information and assistance regarding the legal rights and duties of third-country nationals.

(ii) Conclusions – Case studies on political/legal integration measures

The projects summarised above all deal with the political/legal integration of third-country migrants. Their main objective is often to raise third-country migrants' awareness about the rights and duties they have as citizens in the localities in which they live. These projects are effective in encouraging third-

country migrants to organise themselves into associations or groups to have a say in the political life of local communities. Projects promoting partnerships between LRAs and migrant associations appear to be the most effective in this respect. Migrant NGOs and other association representing third-country nationals' interests and concerns are relevant as mediators between local government officials and migrant communities. Such partnerships are an efficient way for LRAs to better understand and meet the integration needs of third-country migrants.

3.2.3 Case Studies on Promoting Socio-Economic Integration

The socio-economic dimension of integration refers to the social and economic rights of residents, irrespective of national citizenship. These rights include economic rights (e.g. to seek employment) and rights related to access to facilities (such as labour market mediation and training, unemployment and other benefits) in the socio-economic sphere. Measures to promote socio-economic integration can also combine cultural aspects.

Cases studies that illustrate good practices with regard to the socio-economic dimension of integration are summarised in the table below. A detailed description of the case studies is included in Appendix A.

Table 3.14 Practices promoting socio-economic integration

No	Title of the project	Organiser/ Initiator	Main aims and Target group
7	Inburgering (Belgium)	Flemish Authority; Agency for Internal Affairs	Enabling participants to acquire the necessary socio-professional know-how and to further develop their skills. Civic integration is intended for foreigners – including non-Belgian EU citizens – aged 18 or over, as well as second-generation immigrants (Budget €30m).
8	Entrepreneurship as a route out of social exclusion (Czech Republic)	GLE o.p.s	The main project objectives were to raise awareness of entrepreneurship as a way out of social exclusion and to increase the employment prospects of disadvantaged groups (long-term unemployed, women with children under 15 years old and immigrants). (Budget €39,000).
9	A Safe haven in Hamburg (Germany)	the Federal Ministry of Labour and Social Affairs	The goal is to support refugees through counselling, coaching, training and public relations work, enabling them to realise their opportunities for integration in terms of training and employment. The target group is refugees and asylum seekers. (Budget €12.6m).
10	Facilitating the integration of TCNs in Romanian society	The Association for Organisation Development - SAH ROM (ADO SAH ROM)	To improve TCNs knowledge as regards the Romanian language and Romanian values and characteristics; To improve the number of TCNs with diplomas recognised in Romania; To increase opportunities to access labour market on TCNs, by improving their access to vocational education and through recognition of their non-formal skills; To improve access of TCNs to medical services by offering them relevant information, as well as social, legal and material assistance. (Budget € 167.00).

11	Zentrum für Existenzgründungen und Betriebe von Migrantinnen und Migranten (Germany)	Unternehmerohne Grenzene.V(Entrepreneurs without Borders)	Overcoming the business disadvantages faced by third-country nationals by providing immigrant entrepreneurs tailor-made counselling and networking services that match the specific business environment of Hamburg. The project's target group is third-country nationals who want to become entrepreneurs. (Budget €280,000).
12	Campaign for the homologation of studies 'Get equal' and invisible curriculums (Spain)	AsociaciónBidez Bidez Association)	Providing information and advice to migrant women on the recognition of their qualifications. Raise policymakers' awareness about well-qualified migrant women in low-paid and menial occupations. Dispel myths that migrant women are under qualified. The main target is migrant women workers. (Budget €12,000)
13	Active Parents: Education without Borders (Germany)	Unternehmerohne Grenzene.V(Entrepreneurs without Borders)	Informing parents with a migration background on, and encourage them to make use of, the diversity of professional opportunities available to their children in order to reduce the high concentration of third-country nationals in underpaid sectors of the labour market. The target group is parents with a migration background who have children aged between 16 and 18. (Budget: information not available)
14	Zentrum für Integration und Migration (ZIM) (Germany)	City of Erfurt / Internationaler Bund	The aim of the centre is the intercultural development of the area by means of immigrant business start-ups such as new shops and restaurants, as well as the promotion of art and culture from other countries. The target group is third-country nationals in general.(Budget: information not available)

16	Teaching Greek language and Greek history to migrant mothers (Greece)	Municipality of Athens Development Agency S.A	Improving participants' knowledge of the Greek language and history; to facilitate migrant women's access to education; to promote language skills; to enhance migrant women's capacity to assist their children in school and life. The target group is migrant mothers. (Budget: €375,000)
17	AbitAzioni: Percorsi di integrazione e inserimento abitativo (Italy)	Lombardy Region	Providing housing to foreign residents through joint public and private dissemination of information on access to the housing market. The target is third-country nationals, and in particular single mothers, single people, those with specific family needs. (Budget: €1.9m)
18	Migrant Women as Doulas and Culture Interpreters (Sweden)	European Integration Fund and politicians of North-East Gothenburg (LRA).	The project is targeted at pregnant foreign-born women, who do not speak Swedish (Budget: €70 for 2010)

(i) Projects promoting employment schemes

There are various major barriers to the labour market integration of third-country nationals. Firstly, the language barrier is a major handicap. Secondly, the lack of recognition of skills and qualifications acquired in third countries is reflected in third-country nationals' low level of employment participation, as well as their concentration in low-skilled sectors.

Sometimes third-country nationals lack basic skills, which makes it difficult for them to benefit from regular vocational training programmes or self-employment measures, and specific projects have been developed at local and regional level to tackle these barriers. Certain projects also contribute to promoting third-country nationals in sectors where they are generally under-represented.

Comprehensive integration programmes at regional level, such as **Inburgering** in Flanders (BE), provide newly-arrived migrants both with assistance in accessing public services but also help them realise their professional potential through customised assistance. This programme amounts to a contract between the host society and the third-country nationals whereby the region entitles the migrants to access public services and, in return, the migrants commit themselves to finding work based on their skills and, in doing so, to contributing to the economy of the region. It is an effective way of empowering third-country migrants and of giving them a stake in society.

The case study '**Facilitating the integration of TCNs in Romanian society**' aimed to provide third-country nationals with assistance to increase their knowledge of the Romanian language improve their employment opportunities and access to public services. Thematic toolkits were conceived, and each of them included a dictionary, phrases, definitions and brief dialogues on certain topics: health, education, taking part in a job interview, industrial relations, and the interaction with civil servants, fundamental rights and obligations. Most importantly, vocational training and skills assessment, legal counselling, social counselling, financial assistance, information on access to medical services were also provided to project beneficiaries.

The case study '**A Safe Haven in Hamburg**' involved a comprehensive approach to improving third-country migrants' employability by offering counselling, coaching, language teaching and mediation and internships in local companies. The project was successful in developing systematic concepts of vocational training based on the life situations of the participants and stabilised the life situations of the individuals. The strength of the project lies in the customised coaching sessions ensuring that third-country migrants can find employment based on their skills and professional goals.

Entrepreneurship is an effective way of promoting the labour market integration of third-country migrants. It is known that individuals from certain migrant communities are more likely to become entrepreneurs running small businesses such as shops and restaurants. The **Zentrum für Existenzgründungen und Betriebe von Migrantinnen und Migranten** in Germany, run by Entrepreneurs without Borders, aims to provide these individuals with the means to fulfil their professional aims. Personalised counselling and the introduction of third-country migrant participants to professional networks have proven to be an effective means of integrating them into the socio-economic life of the local community.

The project **‘Campaign for the homologation of studies ‘Get equal’ and invisible curriculums’** attempts to tackle an important barrier to the labour market integration of third-country nationals, i.e. the lack of recognition of their qualifications. The project has been relevant for empowering women with qualifications in the world of work and in improving their professional position in the host society. The project has effectively reached local-level policymakers and encouraged them to consider issues concerning the lack of recognition of third-country migrants’ professional qualifications.

(ii) Project promoting education and training

Several examples of projects aiming to raise employability through language and pre-vocational training activities are provided below. Often third-country nationals lack basic skills, which makes it difficult for them to find their place in society and secure employment. Specific projects have been developed at local and regional level to tackle these barriers.

The project **Active Parents**, run by Education without Borders in Germany, is an information and advisory programme focusing on school and vocational training, and especially tailored for parents with a migration background. The aim of the project is to involve parents in helping their children find suitable training programmes in the German education system through a series of awareness-raising activities. The project aims to reduce inequalities between students with a migrant background and native students in finding vocational training courses and, at a later stage, gainful employment. It addresses a problem which is specific to the German dual education system and which has been highlighted in previous OECD PISA studies.

The **Zentrum für Integration und Migration (ZIM)** in Germany acts as a contact point for certified providers of integration courses, particularly language and vocational training providers. It has become invaluable as a first point of contact for third-country nationals seeking aid or support to find their place and define their function in society. A service dedicated to third-country nationals is always an asset at local level, especially in cities that have a large proportion of

third-country nationals as well as the funds necessary to develop adequate services meeting their specific needs.

Vocational training alone may not be enough to ensure that third-country migrants are socially and economically integrated in society. The cultural dimension to training is also important. In this context, the Greek project focusing on **teaching third-country migrants the Greek language but also the history of Greece** is relevant in providing participants with the means to establish social relationships with employers and the local population more easily which can effectively contribute to increasing their employability.

(iii) Project promoting housing and health services

The socio-economic integration of third-country nationals can only be achieved if third-country nationals have access to basic public services and are aware of their rights to benefit from these types of services. The case studies below focus on access to housing and health services as crucial to the successful socio-economic integration of third-country nationals.

Access to suitable housing is often a major issue for third-country migrants. The **AbitAzioni** programme in Italy aims to improve third-country nationals' access to housing by making better use of existing networks and finding ways to increase the housing supply. This programme includes a mix of effective measures to ensure that this critical requirement is met. It has also enabled the redevelopment of certain areas and has therefore generated further positive effects for the local community as a whole.

The project **Migrant Women as Doulas and Culture Interpreters** was effective in developing new methods for improving migrant women's access to health services in accordance with public health objectives. It directly involved migrant women in caring for other migrant women and therefore enabled them to occupy an empowering role as social mediators. Such projects help third-country migrant women from certain communities who are often socially isolated from the host society and, as a result, may not be aware of their entitlement to basic public services. This project is effective in demonstrating that the non-formal skills of third-country migrants are also valuable to society as a whole.

(iv) Conclusions

Overall, the case studies highlighted above demonstrate the effectiveness of a local approach to delivering employability measures with an emphasis on identifying local employment needs relevant to communities living in specific areas. These projects offer interesting prospects for strategic partnerships between actors from LRAs and from the third sector.

Additionally, the projects show that while improving access to the labour market and tackling barriers to employment for migrants and minorities are essential pre-requisites, improving access to education and training, housing and transport are key factors in preventing social exclusion. Vocational training and lifelong learning projects which encompass a wide variety of interventions, including both formal and non-formal learning, are often the most efficient and effective in ensuring that third-country migrants find their place socially and economically in society.

Projects promoting alternative routes to the labour market focusing on entrepreneurship and non-formal qualifications are effective in getting third-country migrants into work. Indeed, it reduces their exposure to discrimination in recruitment practices and gives them the opportunity to have a stake in society through business ownership whilst creating economic benefits for the local community as a whole.

3.2.4 Practices promoting cultural integration

The cultural sphere refers to third-country nationals having/not having (equal) rights to organise themselves and meet together and promote cultural, ethnic or religious identities.

Measures to promote cultural integration focus on intercultural exchanges between third-country nationals and individuals from the host country. They also include the promotion of third-country migrants' culture for a more tolerant society, as well as the promotion of language training as a way to educate third-country nationals about the host country's culture.

The case studies highlighting good practices with regard to the cultural dimension of integration and their brief summary are listed in the table below. A detailed description of the case studies is included in Appendix A.

Table 3.15 Practices promoting cultural integration

No	Title of the project	Organiser	Main aims and target group
18	Tampere Week Against Racism (Finland)	Municipality of Tampere	Bringing together numerous associations in the city which are involved in tolerance-building and anti-racism activities. (Budget: €5,600/year + in-kind contributions)
19	Immigropoly (Hungary)	University of Pecs	Informing young people about the African (and now other) third-country nationals living in Hungary and in the EU, therefore, encouraging openness and stereotype-free, but also critical, thinking among society at large. The target groups are young people and students. (Budget: €68, 200 in 2012)
20	Waterford City Integration Strategy (Ireland)	The Waterford local council through the Edmund Rice International Heritage Centre	Combating racism and discrimination. Tackling social problems specifically affecting third-country migrants. The project is targeted at third-country migrants but also refugees and asylum seekers. (Budget: €120,000 from the EU Refugee Fund. The project's annual operating costs are €140-150,000)
21	Through Stories (Netherlands)	PlusPunt Rotterdam	Building bridges between elderly people and younger generations. It also aims to promote discussion amongst elderly people with different cultural backgrounds on certain issues affecting society. The aim is also to promote a better understanding of and tolerance towards different cultures. (Budget: €50,000)
22	Intercultural Communication – Factor of Social Integration	Diana Philantropic Society (NGO)	Ensuring third-country nationals can adapt to the local cultural context. Improving civil servants' skills in dealing with third-country nationals and improving the visibility of initiatives targeting third-country nationals. The target groups are third-country nationals and civil

	(Romania)		servants. (Budget: €56,000)
23	Where the rivers meet (Spain)	The Generalitat Valenciana (LRA) through the Conselleria de Justicia y Bienestar Social	Creating an international network dedicated to the eradication of sexism and racism towards female third-country nationals through acting. (Budget: €365,509)
24	Project Salaam (Sweden)	County Administrative Board in Stockholm County	Improving the opportunities for newly-arrived refugees, and their family members, to manage the value-driven conflicts that may arise in their new life situation. The target group is refugee administrators who work with social information on the county's introductory /refugee reception units.
25	Shoreditch Festival (UK)	Shoreditch Trust (charity)	The main objective is to bring different cultures in the community together through intercultural dialogue, reduce racial tensions, and improve the lives of residents in Shoreditch. (Budget €99,000)
26	Promotion of the acquisition of German as a second language in Kindertages (Austria)	Land Niederösterreich (Lower Austria)	The target group is children with a migration background aged between 2.5 and 6 (pre-school and Kindergarten). The project aims to improve these children's German language skills. (Budget: €160,000 per year)
27	From kindergarten to high school (Austria)	Land Niederösterreich (Lower Austria)	The project targets children with a non-German native language, and attempts to improve the German language skills of these children and their parents.

28	SELMA (Regional Multicultural Information Centre) (Finland)	Helsinki Metropolitan Area (City of Helsinki and the municipalities of Espoo, Vantaa and Kauninainen)	Supporting professionals in multiculturalism who deal with immigration work. The forum gathered information and captured it on a website and helped to build thematic networks to facilitate regional discussion about multicultural issues. The target group was the personnel of social, educational and other relevant offices and NGO workers who serve the immigrant population. (Budget: €600,000 per year)
29	VERTAISKOTO (Finland)	Cities of Helsinki, Espoo; Finnish Refugee Council	The project provided peer support as well as courses for third-country nationals, aiming specifically at newly-arrived refugees and third-country nationals in Finland. The project targets refugees/third-country nationals within the national integration programme, who have lived in Finland for less than three years and have difficulties in reading and writing their mother tongue. (Budget: €100,000)
30	Certifica il tuo Italiano (Italy)	Regional Government, Lombardy; but the ministry of Labour, as well as 14 regional networks, third sector organisations and schools are involved.	The project targets newly-arrived migrant workers, but also works with those already present in Italy, particularly those at a linguistic or social disadvantage, and promotes the learning of the Italian language and culture in order to make them autonomous and functional and to minimise the risk of their social exclusion and being unable to access public services. (Budget: €600,00 per 1.5 years)
31	Training and Certification: Programme for Immigrant Workers LETRA (Spain)	Madrid region (LRA) and Nebrija University	To enable third-country migrants to communicate in Spanish and therefore to be better integrated culturally. The target group is third-country nationals. (Budget: €240,000)

32	Women's World (UK)	Women's World UK	The project aims to provide an atmosphere where women are able to learn informally and formally at their own pace, builds on their knowledge and experiences and offers them greater confidence in enhancing their skills. (Budget: not available).
33	Integration services of the Lower Austrian State Academy (Austria)	Land Niederösterreich (Lower Austria)	The target group of the integration services is third-country nationals in general. (Budget: €350,000 per year)
34	Intercultural training and deployment of staff in 40 Lower Austria (Lower) Primary schools (Austria)	Land Niederösterreich (Lower Austria)	The project's target group is children and adults with migration backgrounds. The principal objective of the project is to provide on-going education for teachers in order to optimise their capability and adaptability when working with children with a migrant background in primary schools. The objective is to narrow the gap between migrant families and Austrian primary schools. (Budget: £270 000 (to last over 2 years))
35	ALMA Hanke (Finland)	City of Tampere	The ultimate target group is third-country nationals both from within and from outside the EU. Most are from Russia, but many also come from countries such as Spain, France and Romania. There are also refugees. Budget: €984,000)
36	Landesprogramm Modellregionen Integration (Germany)	State of Hesse	Developing a "state of the art" local integration policy in six large model regions, followed by an expansion of the successful concepts to the entire state of Hesse. The target group is third-country nationals in general. (Budget €8m)
37	Learning to advise (UK)	Stoke-on-Trent Citizens Advice Bureau	Challenging stereotypes constructively and breaking down barriers between asylum seekers/refugees and the host community by providing an environment in which diverse groups of people can work together; helping asylum seekers/refugees prepare for life in the UK.

(i) *Projects combating racism and promoting inter-cultural dialogue*
Racism and discrimination are major barriers to the social integration of third-country nationals. To combat cultural prejudices, a number of projects exist at local and regional level aiming to educate native populations about the cultural backgrounds and the life experiences of migrant populations. It is important for migrant and native communities to exchange views and perspectives on certain everyday life issues affecting society to maintain a cohesive social fabric.

The annual **Tampere Week Against Racism** gathers numerous organisations together to fight racism and promote a non-discriminatory multicultural society through a campaign to prevent a discriminatory atmosphere and to fight racism in urban areas. Activities organised during the ‘Week Against Racism’ include public discussions and seminars about intercultural issues, cultural events such as films and concerts. The various events are organised so as to be of major relevance to businesses, politicians and field workers in the area of multiculturalism and inter-cultural relationships. The events usually get a lot of media coverage and are therefore an effective way of having an influence on the political agenda of local policymakers.

Immigropoly is a project which aims to foster a climate of tolerance and understanding towards African immigrants in Hungary, particularly among younger generations in a country where third-country migration is a relatively new phenomenon. Annual official reports dealing with immigration issues usually only find their way to a few people, often in a hard-to-understand language. Therefore, Hungarian citizens usually have inadequate information on the migration trends affecting Hungary and the EU, which causes misunderstandings and prejudices against third-country migrants. This project is effective in reaching out to native citizens, particularly younger generations, in a leisurely way to foster a climate of openness to multiculturalism.

The **Waterford City Integration Strategy** has been focusing since 2006 on providing humanitarian services to refugees and asylum seekers through education activities in a context where Irish society is increasingly becoming a multicultural society. The strategy has been highly relevant to newly-arrived refugees and asylum seekers and has had a number of lasting impacts, thanks to awareness-raising activities involving local community stakeholders, language training and cultural events to prevent racism. The participating refugees and asylum seekers have been able to learn skills to support independent living, primary health care (i.e. through mentoring).

The Dutch project **Through Stories** shows that cultural integration needs to be all-inclusive and it is important to reach out to older third-country nationals as well as younger generations. Many elderly people are at risk of social exclusion

these days. This is even more the case for a majority of older third-country nationals. This project has reached out effectively to older migrants by promoting their qualities as storytellers. This project targets elderly people in an innovative way, especially older people with a migrant background. Very few initiatives targeting this segment of the population exist; therefore this project is relevant in addressing older people's integration needs. A lot of positive effects can be generated through this simple approach reaching out to people in an enjoyable atmosphere.

The Romanian programme '**Intercultural Communication: Factor Of Social Integration**' has proved to be very efficient in reaching out to both third-country migrants and public-sector workers through a series of deliverables such as manuals and brochures which have been widely disseminated and used in other parts of Romania, outside Suceava where the programme was created. One important indirect effect of the programme is to have fostered a strategic partnership which ensured cohesion among the most relevant local stakeholders and created the necessary preconditions for other similar initiatives. Among these, there is the 2010 project "Intercultural Communication and Interaction for Third-Country Nationals' Integration" in partnership with the Border Police Inspectorate of Suceava County.

The project '**Where the Rivers meet**' has enabled women from third countries to use theatre as a form of self-expression and self-liberation, sharing their personal experiences with other women from different cultures who have suffered cultural racism, including Spanish women. The project is socially relevant as it demonstrates that acting is highly therapeutic and prepares women to express themselves without fear.

Among the most effective aspects to note are the intangible results of this process: women have gained personal confidence, they have been working as a cohesive group and they have created an atmosphere of trust between them that has allowed the development of plays based on their lives, experiences and feelings. This has helped to overcome the cultural barriers that separated them initially from the host society. The project has also been effective in making LRAs aware of the importance of cultural activities as a way of fostering a more cohesive society.

Similarly, the main aim of the project **Salaam** in Sweden is to fight against racism and xenophobia towards third-country national immigrant women by using social theatre as a mean of social integration in order to enhance mutual understanding and tackle stereotypes. The targeted beneficiaries believe that the project has been effective in helping them address situations where they are faced with racism and xenophobia in an educational way.

The **Shoreditch Festival** shows in general that festive and artistic interaction is an effective way of promoting migrant cultures. However, the Festival organisers go beyond these aspects of the activities by involving a range of local and regional actors and fostering dialogue between them and representatives of third-country migrant communities in line with the British model of multicultural integration. This allows for the development of strong partnerships and gives third-country migrant communities a stake in the cultural life of the local community.

(ii) *Projects promoting language training*

Integration is a two-way process. Therefore if third-country nationals are to be culturally integrated into the society of their host country, it is important for them to master the language of the host country and to have a good level of knowledge about the cultural habits of the native population to be better accepted.

The project **Promotion of the acquisition of German as a second language in kindergartens**, which has been running for 20 years, seeks to ensure that children with a migration background begin (German) language development as early as possible to enhance their opportunities for education and their social integration. This is achieved through free visits to the kindergartens in the Lower Austria region along with the use of intercultural educators. The intercultural educators (current number 80) have received special training (3-year course). This service is available for all children and their families with an immigrant background in Lower Austria. The intercultural educators are employed in addition to normal staff. This project shows how to effectively organise and provide a special education system for children and their parents with specific needs, without segregating them from children without a migration background.

Similarly, the Austrian pilot project **From kindergarten to high school** aims to reduce the barriers to educational opportunities available to immigrant children by promoting their German language skills. A key part of this involves integrating the approaches of the various educational institutions. This project shows effectively the importance of building up partnerships between different administrative and educational institutions to find solutions to integrate young people with a migrant background at an early stage of their intellectual development.

The main aim of the **SELMA Regional Multicultural Information Centre** project was initially to develop a series of networks providing support for professionals dealing with immigration and multicultural diversity. Subsequently SELMA focused on identifying and developing a network of

language training providers for third-country nationals after an external evaluation pointed out that third-country migrants suffered from social exclusion due to their poor command of the Finnish language. This project has evolved, based on scientific evidence, to tackle effectively the root causes of third-country migrants' social exclusion. Reaching out to third-country migrants was made possible thanks to effective strategic partnerships between various local public services, including transportation companies and job centres.

The **VERTAISKOTO** project has been successful in addressing the problems faced by newly-arrived refugees who come on their own, and who are thus at a greater risk of social exclusion. The integration training model combines educational courses and peer support groups. The educational course deals with the practices of Finnish society. Topics include social services and healthcare, the educational system, working life, integration and living. The peer support groups help facilitate the training process by enabling the participants to discuss the topics addressed in the educational course confidentially, in their mother tongue and with the support of a trained group leader. Through peer support, the project has effectively ensured that these refugees could be well integrated in Finnish society socially and economically so that they can care for their family members at a later stage in the context of reunification.

The programme **Certifica il tuo italiano** was developed on the basis of needs identified by the Region of Lombardy's Observatory for integration and multi-ethnicity, hence effectively addressing third-country migrants' lack of cultural integration due to their lack of knowledge of the Italian language and the fact that a relatively high proportion of them are illiterate. Free Italian language courses are offered, as well as training for work and citizenship, supporting the work of provincial and local networks. Importantly, certification is provided to EU standards. The programme has encouraged, in an efficient way, the creation of relationships as well as synergies between LRAs and the third sector in order to provide a comprehensive response to the educational needs of the targeted individuals.

The '**Programa de Formación y Certificación Lingüística LETRA**' (Training and Certification Linguistics Programme) promoted by the Ministry of Social Affairs of the Madrid Regional Government in collaboration with the University of Nebrija is the result of three years of research to design a certification examination of communicative language proficiency in Spanish for immigrant workers, meeting the requirements of the Common European Framework for the learning, teaching and assessment of languages of the Council of Europe. The programme has been effective in ensuring third-country migrant participants a certain communicative autonomy on the labour market, contributing effectively

to their cultural and also socio-professional integration. This programme is relevant to the demographic changes in the Madrid region in recent years characterised by an increased presence of third-country nationals from various cultural backgrounds.

Immigrant women from certain cultures often find themselves isolated in the home and, in such cases, have very little contact with members of the host society. It is important to reach out to them as they tend to be at a high risk of social exclusion. In this context, the project **‘Women’s World’** provides a good example of how project beneficiaries can participate in group activities, field trips, the sharing of experiences and the building of new friendships.

(iii) Projects aiming to adapt public services to a culturally diverse society
The following case studies highlight the efforts made by Local and Regional Authorities to adapt their services to better respond to issues faced by third-country nationals and to develop public workers’ intercultural skills in areas where a high proportion of third-country nationals live. Examples also include projects whereby third-country nationals are employed by public services to act as mediators between third-country nationals and the host population.

An integration and diversity policy was formally initiated in Lower Austria in 2007 with a conference and the adoption of a statement on the future direction of integration policy. The **Integration services of the Lower Austrian State Academy** provide a good model for LRAs seeking to develop a targeted integration service. The services also include the evaluation of integration measures. The integration service, in cooperation with the regional administration, has a cross-departmental mandate to develop, lead and coordinate integration policy across the authority, agencies and services. This dynamic relationship ensures that the services offered constantly evolve with time and with third-country migrants’ changing needs.

Finland has experienced increased immigration over the past ten years. With this comes the challenge of ensuring that public service workers are able to respond to their information needs. In this context, the **ALMA-hanke** project initiated in Tampere has been effectively successful in facilitating the initial reception of third-country nationals by training professionals and officers on how to deal with immigration issues. The municipality provides a wide range of guidance and services (to do with the general aspects of living in Finland, e.g. applying for a driving licence), including counselling, in the mother tongue of third-country nationals, through a help desk. The project has been considered of sufficient value by the municipality for it to continue without ESF funding and with purely local support, demonstrating its efficiency and effectiveness.

The **Landesprogramm Modellregionen Integration** of the German region of Hesse is an experimental integration programme which has been successful in creating networks of institutions working towards integration goals. The project has enabled LRAs to take ownership of integration missions. In addition, the project has led to the creation of a new strategic partnership between the region of Hesse and its neighbouring regions to tackle diversity management in local public services.

The **‘Learning to Advise’** project developed in Stoke-on-Trent in the UK has, amongst other things, developed an efficient approach to managing cultural integration by encouraging the recruitment of asylum seekers and refugees as public service workers to build confidence among third-country nationals with little command of the English language to come forward and take part in the life of the local community. Indeed, employing bilingual advisers helps to reduce pressure on interpreters and improve services. This came with the realisation that newly-arrived migrants were often not fulfilling their potential and that given the right support they could be enabled to participate in all aspects of volunteer activities.

(iv) Conclusions – Cultural Dimension of Integration

The case studies outlined above demonstrate good practices among LRAs across the EU in strengthening inter-cultural skills among staff working in public services to better meet the individual needs of third-country migrants. Other projects show how LRAs can effectively organise training in the host country’s language for immigrants, both for schoolchildren and for adult learners as well as support immigrants’ cultural activities. The local and regional levels are convenient for experimental cultural projects and the best level of government for tackling specific discrimination issues faced by third-country migrants. Strategic partnerships are more easily created at grassroots level between LRAs and cultural organisations to explore effective diversity management. Successful partnerships can then be reproduced on a larger scale.

3.3 Conclusions – Survey Analysis and Case Studies

As noted earlier, the literature review and other research show that LRAs have an important role in developing integration strategies and policies and this is confirmed by analysis of the best practice examples listed in previous sections. To be effective, specific interventions should adopt a ‘bottom-up’ approach, close to the target groups at a local and regional level. There are many examples of LRAs **implementing innovative projects** and approaches to all dimensions of integration (political/legal, socio-economic and cultural) and tackling specific problems encountered by third-country nationals in their everyday life.

Although there is recognition of the role that LRAs should play in the field of integration, there is a lack of a sustainable and structured policy dialogue with LRAs and NCPIs on this, which affects the involvement of LRAs within the EU Framework on Integration. As mentioned in the literature review, the EU Framework on Integration has been mainly focusing on the exchange of practices on Member States' national integration policies through NCPIs. While in some cases there is a dialogue between the NCPIs and LRAs, there is a gap which could be addressed through a structured and formalised relationship between NCPIs and LRAs in the EU framework for integration. **This could strengthen networking between LRAs on promoting integration at local and regional level.** Networking is needed to improve the exchange of best practices experiences and promote cooperation with other LRAs, and to share the experiences. Such networking would also encourage LRAs to develop their integration strategies in line with the Common Basic Principles.

3.3.1 Political and Legal Dimension

Turning to the **political and legal dimension** and the role of LRAs in promoting the integration of third-country migrants, as shown in the literature review, third-country nationals do not feel that it is necessary to have citizenship. It was also pointed out that not all EU27 Member States grant third-country nationals local voting rights similar to EU citizens.

There should be more efforts made to encourage the political participation of third-country migrants in order to improve policies affecting their everyday life that are being implemented at local and regional level. Following the Common Basic Principles, it is important to foster active citizenship among third-country nationals, as their participation in decision-making processes enhances their sense of belonging and, most importantly, improves their integration into the community. LRAs have a major role to play in encouraging the civic participation of third-country migrants, their organisations and NGOs, which could result in more substantial actions designed to identify and address issues of public concern faced both by third-country migrants and a local community.

The survey responses show that LRAs understand the need to promote the political and legal aspects of integration as one of the three dimensions. This was also confirmed by the case study research. However, the lowest number of good practices was obtained for this dimension of the integration of third-country nationals.

The case studies presented in Section 3 concerning political and legal integration highlight several interesting examples of projects dealing with the political

representation of third-country migrants that are effective in integrating migrants into the legal and political aspects of their community's life.

Newly-arrived third-country nationals are often not aware of their rights and duties in their new country of residence. This sometimes also applies to third-country nationals regardless of the length of time they have been settled in their country of residence. There is a common approach of LRAs to improving the legal/political integration of third-country migrants through providing specific legal assistance to migrants by lawyers and counsellors (often free of charge). Through assisting third-country nationals in completing administrative procedures and resolving legal issues, local and regional authorities and other actors improve migrants' awareness of their rights and duties in the Member State and create a sense of belonging to the local community (Case Studies 5 and 6).

In addition, by understanding the administrative and legal issues faced by third-country nationals, LRAs are better able to formulate policies on the reception and integration of migrants and to develop specific tools to facilitate the process. There are a number of practices also involving third-country nationals in the development of an approach to integration experimenting with new forms of cooperation (Case Study 3).

Other forms of political/legal integration of third-country migrants observed in the case studies are practices encouraging migrants to organise themselves into associations or groups to have a say in the local community. Such projects not only foster active citizenship among migrants but also create new political actors who can then influence policies implemented in the local community. A good example of such measures is a project implemented by CRIC in France (Case Study 1).

It can be concluded that projects promoting partnerships between LRAs and migrant associations appear to be particularly effective within the scope of legal/political integration. Migrant NGOs and other associations representing third-country nationals' interests and concerns are useful as intermediaries between local government officials and migrant communities. Such partnerships are an efficient way for LRAs to better understand and meet the integration needs of third-country migrants but also to encourage migrants to participate in tackling their local community's issues. Fostering a dialogue between representatives of local governments' institutions and the non-governmental sector representing migrants' interests through workshops, forums and brainstorming sessions is crucial for the better integration of third-country nationals at local and regional level (Case Study 4).

3.3.2 Socio-Economic Dimensions of Integration

The **socio-economic dimensions of integration** appear to be the most important for third-country migrants themselves. As shown in the literature review, there are a number of obstacles including: unemployment, insufficient education and training, segregation of third-country nationals into ‘ghettos,’ lack of motivation and intergenerational mobility.

According to the survey results, for the purpose of promoting the socio-economic integration of third-country nationals, ‘**education and training**’ and ‘**employment schemes**’ are the key measures.

The **socio-economic integration** case studies include interventions that focus on identifying local socio-economic needs relevant to the third-country migrant communities living in specific areas. The common approach of various LRAs observed in the case studies is the provision of a **personalised, tailored approach to delivering employment support** that recognises the specific needs of migrants and minorities in accessing the labour market. For example, while immigrants from third countries need broadly similar types of support as other job-seekers, they may need additional support, such as language training, help in understanding national business and work cultures, and awareness about the difficulties they may face in accessing the labour market (e.g. lack of recognition of qualifications from third countries, absence of formal qualifications and the need to develop better recognition of non-formal skills). Projects implemented by the LRAs provide specific training and coaching, which can enable third-country migrants to acquire the necessary socio-professional know-how, and possibly further develop their skills (Case Study 7 and 9) and take up employment.

Interestingly, projects implementing socio-economic measures do not only target third-country migrants generally but are also addressed to different gender and age groups within the migrants’ communities. There are a number of projects focusing on migrant women, which aim to develop their language abilities, help them to find employment and enhance their capacity to assist their children in school and life (Case Studies 16 and 18). In addition, one of the case study examples concentrates on advice to migrant women on obtaining recognition of their qualifications and raising policymakers' awareness about well-qualified migrant women in low-paid and menial occupations (Case Study 12). These types of initiatives are particularly important and should be taken up by other LRAs in order to change public opinion, which sometimes perceives migrant women as under qualified.

The ability of migrant parents to assist their children is particularly important. By, for example, informing parents (e.g. of teens) about professional

opportunities for their children, LRAs aim to reduce the high concentration of third-country nationals in underpaid sectors of the labour market (Case Study 13). This is a particularly interesting socio-economic measure of integration of third-country migrants, mainly due to the involvement of both generations of migrants in the community and by understanding that upbringing and knowledge of local community market could improve the next generation's standard of living in a local community.

On the other hand, there are projects that offer interesting prospects for partnerships between actors from LRAs and from the third sector. In addition, the projects show that, while strengthening access to the labour market and tackling barriers to employment for migrants and minorities are essential, improving access to education and training and basic public services are also key factors in preventing social and economic exclusion. The case studies highlight a wide variety of interventions, including both formal and non-formal skills development and learning, projects promoting **alternative routes to the labour market** (e.g. which reduce exposure to discrimination in recruitment practices) and promoting **business ownership** (Case Studies 8 and 14).

In addition, one interesting approach to an effective socio-economic integration of third-country migrants and addressing their needs is offering them 'one-stop shops'. One of the examples of good practice is that implemented by the Zentrum für Existenzgründungen und Betriebe von Migrantinnen und Migranten in Germany (Case Study 11).

3.3.3 Cultural Dimensions of Integration

As presented in the previous section, the highest number of practices identified in the research concern the cultural aspects of integration. According to the survey results, **language training** is seen as being of particularly high importance. LRAs seem to be aware that the most serious barrier to successful integration – insufficient language skills – needs to be addressed. There are numerous projects implemented by LRAs aiming to promote a country's language and local and regional culture in order to make third-country migrants independent and to minimise the risk of their social exclusion or being unable to access public services and local labour market (e.g. Case Studies 27, 30 and 31).

Again, interestingly, there are various projects focusing on providing language training for schoolchildren with an immigrant background and young people from third countries as early as possible, as such projects are an important way of facilitating the transition from school to employment and minimising their risk of social exclusion (Case Study 34).

It can be concluded that a common approach of LRAs to cultural integration is evident in educational and awareness-rising campaigns, and tackling specific discrimination issues faced by third-country migrants. Depending on the municipality, region and country, there can be different forms of prejudice towards third-country migrants. Various interesting cultural projects involving educational, tolerance-building and anti-racism activities, introduce migrants to local culture but also make host communities more tolerant towards minorities, which encourages openness and helps create a stereotype-free community (Case Studies 18, 24).

Interestingly, also in awareness-rising campaigns and events aiming at combating racism and discrimination implemented by LRAs, there is sometimes an inter-generation approach. The research has identified various awareness-rising projects targeting children and youth (Case Studies 19, 26 and 27) but also measures connecting elderly people and younger generations from migrants groups (Case Study 21).

4. Strategic Partnership & Network of Local & Regional Authorities for Integration

4.1 Background to the Strategic Partnership

The Commission Communication on the renewed **European Agenda for Integration** calls for more action to be taken at local level and emphasises a genuine "bottom-up" approach for the development of integration policies. In its Opinion on the "New European Agenda for Integration" (CdR 199/2011 fin), the Committee of the Regions stated that it wishes to develop:

"[a] strategic partnership with the European Commission and European networks of cities and regions so as to facilitate integration of migrants and promote effective policies. This partnership could be created by setting up a network of local and regional authorities for integration, in which policy-making bodies from all levels of government, as well as civil society organisations, could take part."

Picking up on this, the CoR Bureau examined and broadly endorsed the proposal while examining elements pertaining to the network's function and operation⁵⁵. Concrete arrangements between the CoR and the European Commission remain to be made.

The **rationale for the Strategic Partnership** lies in the need to strengthen the links between EU level policy and programmes with a bearing on the integration of third-country migrants, on the one hand, and those closely involved 'on the ground' with the implementation of measures, namely LRAs.

As a way of putting the Strategic Partnership in place, the Committee of the Regions has proposed establishing a **Network of Local and Regional Authorities for Integration** as one of the partnership's key components. It is envisaged that this network will help fill a gap in the range of actors participating in the policy dialogue on integration at the EU level, and will provide direct links between cities and regions and policymakers at national and EU level. The means needed to set up the network organise annual meetings and to develop a web tool for the online mapping and exchange of local and regional integration practices were included in the Commission's 2012 Annual Work

⁵⁵ See Bureau memo on "The strategic partnership to promote the integration of third-country nationals at the local and regional level" R/CdR 1513/2012 item 6.

Programme of the European Fund for the Integration of Third-Country Nationals.

As shown in Section 2 of this report, there are already quite a large number of networks with a focus on migration and the integration of migrants. EU-supported initiatives include: the **European Migration Network** and National Contact Points on Integration (NCPIs); the **European Integration Forum**, which provides an opportunity for civil society organisations to express their views on migrant integration issues and to discuss challenges and priorities with the European institutions; and the **European Website on Integration**, which is a virtual platform that supports these networks and facilitates the exchange of information. In addition, there are various initiatives to promote networking between cities and LRAs in the migration integration field (e.g. CLIP, Eurocities, Inter-Cultural Cities, the Network of European Regional and Local Authorities on Asylum and Immigration (ERLAI), Council of European Municipalities (CEMR), etc. – see Section 2).

At EU level, although LRAs participate in the networks mentioned above, the networks concerned either do not have a specific focus on integration and/or are not devoted specifically to promoting networking between LRAs on integration issues.

Additionally, these networks do not involve all levels and types of LRAs, focusing either on municipalities (cities) or regions. There is a lack of a common approach to all levels of local and regional administration, and the Network of Local and Regional Authorities for Integration could aim to rectify this shortcoming.

4.2 Key Functions of the Proposed Network

At an operational level, the purpose of the Network of Local and Regional Authorities for Integration is defined in the September 2012 CoR Bureau memo⁵⁶ as being to:

- Encourage the exchange of best practices between the participants in order to draw lessons from experience (learning and capacity building);
- Facilitate multilevel policy dialogue;
- Encourage advocacy by providing a channel between policy-makers at the local and regional level, and the EU and national level.

⁵⁶ *Ibid.*

Taking the first of these functions, **encouraging the exchange of best practices** between the participants, our research suggests that this should be particularly useful as there is no existing network specifically for all types of LRAs to share practices and exchange experience. The research in Section 3 shows that information sources on best practices are quite fragmented with a large number of different sources (e.g. individual LRAs, associations, NGOs, the DG Home website, etc.), and therefore accessibility and transparency is limited as is the possibility to learn from best practices.

In many cases, LRAs have implemented policies or measures which promote the integration of third-country migrants but information on them is accessible only via their websites and usually only available in their own language, which limits the scope for dissemination. Another complication, as shown in our research, is that although LRAs and other actors have policies and measures in place, very often they are presented together under the classification ‘integration’ policy in general without a distinction being made between the spheres that they influence (political/legal, socio-economic and cultural).

The proposed Network of Local and Regional Authorities for Integration would enable LRAs to share best practices and to promote networking generally. As noted earlier, there is no existing network that is dedicated to doing this. In addition to identifying and sharing good practices, the network might develop other functions over time, including joint projects to investigate particular issues relating to the integration of third-country migrants, conferences and exchanges of opinion on experiences and priorities for the future, and perhaps joint capacity-building and training measures for LRA personnel. As noted in Section 3, there are some good examples of initiatives of this kind being undertaken by individual LRAs but quite limited evidence of collaboration between them.⁵⁷

The second and third functions above, **to facilitate multilevel policy dialogue and to encourage advocacy by providing a channel between policymakers at local and regional level, and at EU and national level**, have more to do with the role of the proposed network in the policymaking process. The development of a direct communication channel between LRAs and policymakers at Member State and EU level should strengthen the links between practitioners and policymakers. This, in turn, should help ensure that practical experience on the ground, and LRA opinions on priorities, are more directly reflected in the development of integration programmes and policies; similarly, it should help

⁵⁷ This is a point that is elaborated in the CoR’s 2011 Consultation. In the Final Report, it is argued that integration policies are not pursued in isolation: cities and regions coordinate with other authorities or entities. Coordination is both vertical and horizontal, i.e. between authorities at different levels of governance and between authorities at the same level. Contacts are also pursued with non-state actors, such as NGOs and civil society organisations.

ensure more efficient dissemination to LRAs of information on integration policies and initiatives (e.g. with regard to available EU funding for projects).

The proposed Network of Local and Regional Authorities for Integration should not only be a useful tool for LRAs to promote their activities and learn from other authorities, but also for the Commission and the CoR to promote new developments in the area of integration policy. As indicated by the survey responses for this study, for almost a third of the LRAs surveyed, the Common Basic Principles do not serve as a basis for their activities and therefore these LRAs probably have limited knowledge on how EU, national, and other LRAs interact in the development and implementation of integration policies. The proposed network could help to improve the situation.

From a more horizontal perspective, the proposed Network of Local and Regional Authorities could also provide a framework for other initiatives to come together to discuss priorities and to jointly make representations to EU policymakers.

4.3 Membership, Governance and Organisation

It is envisaged in the September 2012 CoR Bureau memo⁵⁸ that the Network of Local and Regional Authorities for Integration will be open not only to the participation of networks and associations (European and national) but also to individual LRAs, with the representation following a flexible model (politicians and administrators, researchers, etc.).

However, to enhance more expertise-based dialogue on integration policies the greater involvement of researchers and experts in this area (representing cities, regions, associations and NGOs) could be considered, as it would bring added value to the exchange of best practices and understanding of integration policies in general. Additional benefits to the network would also bring membership of project managers implementing policies on the ground, as it could provide a valuable possibility of networking and exchange of experiences among the members.

A steering committee would ensure the network's management. Network members would meet annually with the aim to promote face-to-face contacts between network participants and to provide a conduit to policymakers at EU level. Each annual meeting could debate specific integration-related topics and could reflect on the development of integration policies. The outcome of the

⁵⁸ *Ibid.*

annual meeting should also feed into policymaking at EU (Commission, EP and CoR) and national level.

A web component dedicated to LRAs would be developed within the existing Commission's website on integration, where data and research accumulated through the network could be presented. The Commission's website on integration already provides around 400 different projects on integration of migrants, which are being implemented at local and regional level. However, the way the measures are presented makes it difficult to identify projects that are specific to LRAs as opposed to being part of wider national schemes. To help address this problem, the presentation of projects/policies could be based on the model fact sheet developed for this study (see Appendix B).

4.4 Perspective for the Strategic Partnership

Turning to the possible priorities for the Strategic Partnership, these could be as follows:

- Launching the proposed **Network of Local and Regional Authorities for Integration** and ensuring that it has the necessary resources to function efficiently and effectively;
- Using the Network as a **framework for identifying key priorities at the EU level** with regard to the development of policies and measures to promote integration of third-country nationals;
- Providing a **common platform** for not just the Network but also for other networks and organisations to come together to discuss issues of common concern.

The immediate priority for the Strategic Partnership should be to ensure that the proposed Network of Local and Regional Authorities for Integration is successfully launched. This will mean working with LRAs and other key stakeholders (e.g. national authorities, NGOs) to develop a work plan that secures their 'buy-in'. A number of possible key tasks are set out in Section 4.2 and these could form the basis of the work plan. In the short term, it is likely that the Commission will need to provide funding to support the Network's development (e.g. for technical assistance, organisation of meetings) but over time the aim could be to make the Network largely if not completely self-funding by obtaining a contribution from LRAs themselves towards costs.

A key function of the Strategic Partnership should be to help ensure that the Network is able to make inputs to EU policymaking on migration and integration issues. This means, in the first instance, developing a mechanism that enables the Network's members to articulate a common position on key issues and to communicate this position to decision-makers not only in the

Commission, Committee of the Regions and other EU entities but also at national level. Beyond that, ensuring that meetings of the Network are attended by officials from EU institutions so that there is a sharing of information and views prior to policies being introduced is probably the most important step that can be taken.

A closely-related priority for the Strategic Partnership should be to provide a platform for networks and organisations dealing with integration to come together to discuss issues of common concern. The Network of Local and Regional Authorities for Integration could play the role of an umbrella network, facilitating contacts between the LRA, EU and national levels. As noted earlier in the report, there are quite a large number of other EU-level networks and organisations with an interest in migration and integration issues. The involvement of research and academic institutes would also be important. Improving the dialogue between these entities (e.g. through periodic joint sessions, working groups on specific issues) should not only help to ensure that there is a more coherent approach to providing inputs to policymaking but also enhance the sharing of good practices on effective ways of implementing policies.

5. Overall Conclusions & Recommendations

This section summarises the key findings and overall conclusions of the study in relation to barriers to integration and the role of LRAs, and with regard to existing networks and role of the strategic partnership.

Overall, it is clear from the research that local and regional authorities play a crucial role in the implementation of integration policies. They are key actors in the development and implementation of strategies to promote the integration processes on the ground.

The European Commission, the CoR and other EU institutions recognise the importance of LRA involvement. However, in order to improve integration of third-country nationals in EU Member States, there is a need to strengthen the ‘bottom-up’ approach and involvement of LRAs in all dimensions of integration. There is also a need to improve the exchange of best practices and networking between LRAs on promoting integration at local and regional level. Improved networking should help to develop integration strategies and measures in line with the Common Basic Principles, as well as provide a channel for actors at all levels to share their experiences and new developments of integration policies.

5.1 Barriers to Integration and the Role of LRAs

The literature review findings suggest that, while there is a strong EU and national legal basis for the integration of third-country nationals, there are still a number of **barriers to integration** – political/legal, socio-economic and cultural.

The literature review and other research show that LRAs have an important role in developing integration strategies and policies. To be effective, specific interventions should adopt a ‘bottom-up’ approach, close to the target groups at local and regional level. There are many examples from our research of LRAs implementing innovative projects and approaches to all dimensions of integration (political/legal, socio-economic and cultural) and tackling specific problems encountered by third-country nationals in their everyday life. Overall, LRA authorities have a key role in creating the right conditions for third-country nationals to have access to information and services relating to **employment, education, healthcare, housing, culture and other public goods.**

However, as mentioned in the literature review, although there is recognition of the role that LRAs should play in the field of integration, there is a lack of a sustainable and structured policy dialogue with LRAs and the national authorities responsible for integration, including the NCPIs.

There is a need to improve the exchange of best practices and networking between LRAs and authorities at national level, particularly NCPIs. Currently, information on projects and policies that are innovative and could be replicated are not being shared, thereby preventing LRAs and other actors from learning from particularly successful measures. Strengthening the exchange of know-how could help to develop integration strategies and measures in line with the Common Basic Principles as well as provide a channel for actors at all levels to share their experiences.

Recommendation 1: LRAs and national authorities- in order to draw lessons from various innovative policies and projects implemented at local and regional level, shortcomings with regard to cooperation between Local and Regional Authorities and national authorities, particularly National Contact Points for Integration, should be addressed. The exchange of practices between LRAs and NCPIs should involve structured and formalised relationships in order to more effectively involve LRAs in the development of integration policies.

5.1.1 Political and legal aspects of integration

With regard to the political/legal aspects of integration, third-country nationals are of the view that having a ‘legal status’ is important to successful integration. Political participation policies for third-country migrants still require improvement, as only a few countries (i.e. Portugal and Sweden) encourage political participation and access to nationality. Also, not all of the EU Member States grant third-country nationals local voting rights similar to EU citizens.

The survey work and other research for this study show that LRAs understand the need to promote the political and legal aspects of integration. But there are relatively few examples of good practice. That said, there are some interesting examples of projects that are effective in encouraging third-country nationals them to organise themselves into associations or groups to have a say in the local community.

It can be concluded that the political and legal spheres require an additional focus by LRAs and other actors. Although the case studies present

interesting measures regarding the subject, the political and legal dimension of integration needs a specific focus as this area is covered by the lowest number of measures.

Recommendation 2: Political aspects of integration - LRAs and other actors should place greater emphasis on the political/legal dimension of integration, in order to more actively involve third-country nationals in the local community's life.

LRAs should aim to more effectively encourage third-country nationals to organise themselves into associations or groups, and most importantly, to provide platforms through which migrants can make sure their voice is heard on issues affecting them. Fostering a dialogue between representatives of local governments and the non-governmental sector representing migrants' interests could be done through a variety of methods (workshops, forums, conferences and brainstorming sessions, etc).

5.1.2 Socio- Economic aspects of integration

In the case of **economic integration**, third-country nationals are often perceived as having insufficient education and training as well as limited knowledge of the main language(s), which restricts their access to the labour market and employment.

In this context, labour market institutions and the welfare state have an important role to play. In a number of EU Member States, there is the belief that third-country nationals are taking employment opportunities from local people. This creates a climate of hostility which can be detrimental to the labour market integration of third-country migrants.

According to the research, **education and training and employment schemes** are critical to the socio-economic and cultural integration of third-country nationals. Measures concerning the socio-economic dimensions of integration are also considered most important by third-country migrants themselves in tackling problems such as unemployment, insufficient education and training, segregation and exclusion (from the host community, schools, work place, etc.). The mapping exercise highlights a wide range of measures being implemented at local and regional level, often involving an innovative, tailored approach to the challenges. However, the dissemination of know-how could be improved.

Our research has highlighted many interesting **examples of LRA interventions to promote economic integration**. These projects often

involve partnerships between actors from LRAs and from the third sector. Additionally, the projects show that while strengthening access to the labour market and tackling barriers to employment for migrants and minorities are essential, improving access to education and training, and basic public services, are also key factors in preventing social and economic exclusion.

The case studies highlight a wide variety of interventions, including both formal and non-formal skills development and learning, projects promoting **alternative routes to the labour market** (e.g. which reduce exposure to discrimination in recruitment practices) and promoting **business ownership**. A number of projects offer a more **personalised, tailored approach to delivering employment support** that recognises the specific needs of migrants and minorities in accessing the labour market. For example, while immigrants from third countries need broadly similar types of support as other job-seekers, they may need additional support, such as language training, help in understanding national business and work cultures, and awareness about the difficulties they may face in accessing the labour market (e.g. lack of recognition of qualifications from third countries, absence of formal qualifications and the need to develop better recognition of non-formal skills). These projects address in an effective way the socio-economic integration needs of third-country migrants by offering ‘one-stop shops’.

Recommendation 3: Socio-Economic dimension of integration – is the most important to migrants themselves and should therefore be high on the list of priorities of key stakeholders.

The research highlights many examples of good practice in this field, including schemes to enhance employability and employment opportunities, interventions that target the needs of specific migrant groups (e.g. women), etc. Given the constraints on public budgets due to the economic downturn in Europe, there is a need to ensure that the funding of integration measures is not adversely affected.

5.1.3 Cultural dimensions of integration

According to the survey results, **language training** is seen as being of particularly high importance. LRAs seem to be aware that the largest barrier to successful integration – insufficient language skills – needs to be addressed. In the **cultural sphere**, the research identified LRA-led projects focusing on language training for school children with an immigrant background and young people from third countries that are effective in facilitating the transition from school to employment and in minimising their

risk of social exclusion. The case studies also highlight a number of interesting experimental cultural projects tackling specific discrimination issues faced by third-country migrants. Various cultural projects involving educational, tolerance-building and anti-racism activities introduce migrants to local culture but also make host community more tolerant of minorities.

There are also LRA projects that target individuals who risk suffering from **multiple disadvantages – socio-economic, legal, cultural, etc.** Interventions include cooperation with employers in helping their third-country migrant employees (and their families) establish themselves, both legally and socially, as well as language training, orientation and integration into the education system.

Recommendation 4: Sharing know-how - the mapping exercise carried out by CSES, which resulted in the development of 37 case studies, shows that LRAs and associations are actively involved in the implementation and development of integration policies ‘on the ground’. However, experiences are not being shared. With the proposed network of local and regional authorities, this issue could be addressed through a more systematic approach to collecting best practices. In addition, the monitoring and evaluation of measures to promote integration could be improved.

5.2 Existing Networks and the Role of the Strategic Partnership

There is a need to strengthen networking between LRAs on promoting integration at the local and regional level. Networking is needed to improve the exchange of best practices and promote cooperation with other LRAs in implementing integration measures.

There are quite a large number of **existing networks focusing on integration issues that include LRAs** - CLIP, Eurocities, the Network of European Regional and Local Authorities on Asylum and Immigration, the Council of European Municipalities, Intercultural Cities (ICC) and the European Urban Knowledge Network (EUKN). They do not all focus exclusively on integration but this is an important aspect of their function.

The EU has over the last ten years supported the transnational exchange of information and practices through the creation of **EU-wide networks on migration and integration**. These structures, which have a focus going beyond LRAs, include the European Migration Network (EMN), the

European Integration Forum, the EU Networks of National Contact Points on Integration and various research centres and networks.

5.2.1 Role of the Network of Local and Regional Authorities for Integration

Our assessment suggests that the **proposed Network of Local and Regional Authorities for Integration** would complement existing initiatives and help to fill a gap. At EU level, although some LRAs participate in existing networks, they either do not have a specific focus on integration and/or are not devoted specifically to promoting networking between LRAs on integration issues.

In relation to the functions of the proposed Network of Local and Regional Authorities for Integration presented in the September 2012 Bureau Memo⁵⁹, its primary function, **encouraging the exchange of best practices** between the participants, should be particularly useful as there is no existing network specifically for LRAs to share practices and exchange experiences. Our research shows that information sources on best practices are quite fragmented, with a large number of different sources (e.g. individual LRAs, associations, NGOs, the DG Home website, etc.) and therefore accessibility and transparency are limited.

In relation to the second and third functions, **to facilitate multilevel policy dialogue and to encourage advocacy by providing a channel between policymakers at local and regional level, and at EU and national level**, the development of a direct communication channel between LRAs and policymakers at Member State and EU level should strengthen the links between practitioners and policymakers. This in turn should help ensure that practical experience on the ground, and LRA opinions on priorities, are more directly reflected in the development of integration programmes and policies; similarly, it should help ensure more efficient dissemination to LRAs of information on integration policies and initiatives (e.g. with regard to available EU funding for projects).

The Network of Local and Regional Authorities for Integration should not only be a useful tool for LRAs to promote their activities and learn from other authorities, but also for the Commission and the CoR to promote new developments in the area of integration policy. From a more horizontal perspective, the proposed Network of Local and Regional Authorities could

⁵⁹ Ibid.

also provide a framework for other initiatives to come together to discuss priorities and to jointly make representations to EU policymakers.

5.2.2 Perspective for the Strategic Partnership

The **immediate priority for the Strategic Partnership** should be to ensure that the proposed Network of Local and Regional Authorities for Integration is successfully launched.

This will mean working with LRAs and other key stakeholders (e.g. national authorities, NGOs) to develop a work plan that secures their ‘buy-in’. In the short term, it is likely that the Commission will need to provide funding to support the Network’s development (e.g. for technical assistance, organisation of meetings) but over time the aim could be to make the Network largely if not completely self-funding by obtaining a contribution from LRAs themselves towards costs.

A key function of the Strategic Partnership should be to **help ensure that the Network is able to make inputs to EU policymaking on migration and integration issues**. This means, in the first instance, developing a mechanism that enables the Network’s members to articulate a common position on key issues and to communicate this position to decision-makers not only in the Commission, Committee of the Regions and other EU entities but also at national level. Beyond that, ensuring that meetings of the Network are attended by officials from EU institutions so that there is a sharing of information and views prior to policies being introduced is probably the most important step that can be taken.

A closely-related priority for the Strategic Partnership should be to provide **a platform for networks and organisations dealing with integration to come together to discuss issues of common concern**. The Network of Local and Regional Authorities for Integration could play the role of an umbrella network, facilitating contacts between the LRA, EU and national levels.

Recommendation 5: Action Points for Strategic Partnership:

- Launching the proposed **Network of Local and Regional Authorities for Integration** and ensuring that it has the necessary resources to function efficiently and effectively;
- Using the Network as a **framework for identifying key priorities at the EU level** with regard to the development of policies and measures to promote the integration of third-country nationals;
- Providing a **common platform** through the Network for all other networks and organisations dealing with integration to come together to discuss issues of common concern.

Appendixes

Appendix A: Case studies

Practices promoting of legal/political integration

- (i) **Projects promoting civic and community activities centred on citizenship rights and political representation**

Project title	Country	Organiser/initiator	Start	Finish	Type of project
1. Conseil Roubaisien de l'Interculturalité et de la Citoyenneté (CRIC)	France	Ville de Roubaix	2011	On-going	Citizenship
<i>Introduction and context</i>	Roubaix is historically a multicultural town in Northern France. A multicultural commission was founded in 1976 to represent the different communities of Roubaix. This commission was replaced by the CRIC in 2011.				
<i>Policy challenges</i>	The main challenge is to ensure that the interests and cultures of the different communities of Roubaix are adequately taken into account in the activities undertaken by the municipality.				
<i>Specific objectives and target group(s)</i>	The objective of the CRIC is to give opportunities to communities to be represented politically at local level as well as culturally through various activities. The CRIC can raise communities' concerns to local level political stakeholders. The CRIC also aims to act as an intercultural mediator so that different communities can better know each other and live alongside each other. The target groups are foreign communities, including European ones (Italian, Polish etc.). It is composed of 42 member associations/NGOs.				
<i>Budget</i>	The CRIC receives €8000 per year from the Municipality of Roubaix.				
<i>Main project activities</i>	The CRIC primarily organises cultural and festive events such as the annual intercultural festival and various debates relating to multiculturalism. It also supports information campaigns about foreigners' voting rights at local level or in European elections. The CRIC also funds language and alphabetisation courses for newly-arrived third-country nationals. It supports immigrant associations on specific issues (e.g. support provided to a West African association in relation to access to housing).				
<i>Relations with other initiatives at national level or with other partners</i>	The CRIC relays information to the City Council and is in close contact with a range of NGOs and civil voluntary organisations (CVOs). It acts as a mediator between NGOs/CVOs and the City Council. Thus, it is an important policy player at local level.				
<i>Outcomes</i>	The outcomes are diverse. In general, the CRIC has successfully represented the interests of the different cultural communities of Roubaix, including in its previous form. The CRIC is a platform for cultural communities or immigrant communities to raise issues which can then be solved in close consultation with the City Council and other local level policy stakeholders.				
<i>Scope For Replication</i>	The CRIC has not been replicated in other French municipalities. Roubaix is and has long been a multicultural town. The CRIC is also a 'departure' from the more traditional French integration model which tends towards the assimilation of foreign cultures and communities.				
<i>Internal/External evaluation</i>	No impact evaluations have been conducted.				
<i>Contact details</i>	Cécile Dehalu, Mairie de Roubaix, Tél: 33 + (0) 3 20 14 10 47, cdehalu@ville-roubaix.fr				

Project title	Country	Organiser/initiator	Start	Finish	Type of project
2. Vivere in Italia. La lingua per il lavoro e la cittadinanza. (Live in Italy. Language for work and citizenship)	Italy	Region of Lombardy	2011	2013	Legal/ political (citizenship) and cultural integration (language)
<i>Introduction and context</i>	Many third-country citizens who arrive in Italy cannot speak Italian and are sometimes also analphabetic in their mother tongue. This makes it difficult for them to integrate and contribute to the community. They are also often not aware of what civic participation in a democracy involves.				
<i>Policy challenges</i>	The policy challenge is to integrate these third-country nationals into Italian society effectively so that they can participate and make a contribution, and to avoid the development of pockets of socially excluded people.				
<i>Specific objectives and target group(s)</i>	The aim of the programme is to consolidate and integrate the offer of programmes to the immigrant population as regards language and citizenship skills, particularly those adults from third countries who live legally in the region and wish to attain the level of civic education and language skills (L2) to obtain the “Accordo” to remain in Italy and the permit to remain in the EU. (Since 2012 these are the requirements to obtain a residence permit after 5 years – the state has agreed to provide the resources for third-country nationals from third countries that will enable them acquire these language skills and knowledge). In particular are targeted: women with children, third-country nationals who want their spouses to join them, adults in search of work and those who are also analphabetic in their own language.				
<i>Budget</i>	There have been two versions (editions) of the 18-month long programme so far. The first was for €800,000 and the second for €2,400,000. Funding has come from the EU and the Italian Ministry of the Interior.				
<i>Main project activities</i>	The programme has many elements including the development of brochures, and networks of service providers; the training of social workers; and meetings where associations of third-country nationals (there are some 300 in Lombardy) are present and participating, supporting all those who wish to obtain permanent residence in the country. One of the particularly innovative elements of the programme has been to deliver teaching through a game that promotes understanding of the different civic organisations and their roles. This game can be used by individual students, or groups, for example in a class setting. This helps learning through images rather than words, which is often easier.				
<i>Relations with other initiatives at</i>	The programme complements “Certifica il tuo italiano!” (Language skill certification) and				

<i>national level or with other partners</i>	“Abitazioni” (accessing housing).
<i>Outcomes</i>	In the first edition (the second has just commenced), 154 courses were offered in Italian L2 to a total of 1800 users, of whom 90% completed the course. 73% improved their linguistic capabilities, and of the 90% that completed the course, 93% did so at level A1 to A2 of the CERL. 90% of course users valued the course positively. In addition, 24 regional teams were set up; 25 promotional seminars were held; 14 training courses for teachers of Italian were held; 8500 informational brochures were distributed; 600 kits for the game: “Citizens in play. Course in active citizenship for foreigners”.
<i>Scope For Replication</i>	Many elements can be replicated: from the development of the networks in question to the citizenship games.
<i>Internal/External evaluation</i>	An evaluation is foreseen for the end of the period when a decision is to be made as to whether to continue with the programme or not. The questions will be related to the activities involved, rather than the funding, because the programme itself is needed for the citizenship programme.
<i>Contact details</i>	Lombardy Region: Roberto Albonetti, roberto_albonetti@regione.lombardia.it , +39267652189

(ii) **Projects promoting reception and legal support services**

Project title	Country	Organiser/initiator	Start	Finish	Type of project
3. Coprod Migrants	France	Ville de Nantes Metropole	Jan 2012	Dec 2012	Reception and integration of newly arrived third- country nationals.
<i>Introduction and context</i>	Since 2004, the reception of newly arrived foreign third-country nationals in Nantes is one of the key concerns of the CNCE (Nantes Council for the foreigners' civic participation). About 5,000 foreigners arrive every year in Nantes. They come to study, to work, or to join their families.				
<i>Policy challenges</i>	The reception of newly arrived third-country nationals is central to the integration process. In order to ensure reception is adequate, it is important to know the specific needs of these newly arrived third-country nationals. Thus the challenge was to establish an inventory of the needs of third-country and the resources the City of Nantes has to offer for to map out the difficulties that both parties may encounter.				
<i>Specific objectives and target group(s)</i>	<p>The objectives of the projects are to:</p> <ul style="list-style-type: none"> • formulate public policies on reception and integration with the city of Nantes • Develop tools to facilitate the integration process • Involve third-country nationals in the development of an approach to integration experimenting with new forms of cooperation. <p>The target groups of the project are 1) the foreign non-EU members of the Advisory Board of foreigners (NCCC) 2) policy players in the reception and integration of foreigners 3) elected policymakers in charge of defining public policies at local level.</p>				
<i>Budget</i>	Half of the funding is provided by the City of Nantes (€94,000) and the other half by the EIF (€94,000). Hence the total budget is €188,000.				
<i>Main project activities</i>	<p>The state of play with regard to the reception of new third-country nationals has been presented in a graphical form</p> <p>Scenario specific tools have been developed for the reception and integration of new third-country nationals</p> <p>A film was made on the issue of older third-country nationals to better understand their specific needs.</p>				
<i>Relations with other initiatives at national level or with other partners</i>	Many associations were involved: third-country nationals associations, social community institutions such as the French Office for Immigration and Integration (OFII), the Regional Office for youth, sports and social cohesion (DRDJSCS) in charge of managing and implementing Regional Integration Programme (PRIPI).				
<i>Outcomes</i>	The members of the Board of foreign residents (i.e. around 40 people) are directly taking part in this project,				

	as well as local Civil Society Organisations In the short term, the answer to this question is difficult. The operational outputs of the project are the ‘state of play’ graph and the scenario specific tools. The film should have a certain impact that will be assessed in the coming months. Now it is possible to say that the issues addressed in the project are high on the policy agenda of the Municipality of Nantes.
<i>Scope For Replication</i>	New methods to involve third-country nationals in the integration process at local level could be explored to enhance the impact of public policies and also to ensure that local level policy makers have ownership of integration policies.
<i>Internal/External evaluation</i>	The evaluation is planned in the last two months of the project (November 2012). Evaluation indicators have been defined.
<i>Contact details</i>	Philippe RIGOLLIER, Mission Egalité Intégration Citoyenneté, Ville de Nantes, philippe.rigollier@mairie-nantes.fr Tél. 02 40 41 65 44

Project title	Country	Organiser/initiator	Start	Finish	Type of project
4. Foreigners' Forum - Forum Cudzoziemców	Poland	Mazowieckie Province Governor's Office - Mazowiecki Urząd Wojewódzki	March 2008	on-going	Political/legal
<i>Introduction and context</i>	It is important to stress that the concentration of third-country nationals in Masovia Region is uniquely high for Poland. The implemented solutions are primarily used by foreign nationals by way of legalising their stay and work within the Mazovian Voivodeship.				
<i>Policy challenges</i>	The Mazovian Voivode, also taking into consideration the fact that the administration of approx. 60% of all cases in the country concentrates in Mazovia, considered the improvement of the service quality for foreign nationals as a priority task for 2008. It was agreed that one of the instruments aimed at improving the handling of foreign nationals' cases will involve establishing systematic co-operation with non-governmental organisations and representatives of migrant communities. This was linked to general policy of Voivode cooperation with NGOs. The organisations involved in supporting third-country nationals and the representatives themselves of those communities in fact have the best knowledge relating to their needs and expectations, and also the most common problems faced by foreign nationals in Poland, including contacts with the government administration.				
<i>Specific objectives and target group(s)</i>	The Foreigners' Forum has been created in response to the need of a dialogue between representatives of governmental institutions and non-governmental sector. It ensures exchange of opinions and cooperation between the Mazovian Voivodeship Office and NGOs. The Masovian Voivode hence introduced a programme of cooperation with NGOs as the first in the country. Initially, it worked as a "crisis management team". The priority of the Forum was the improvement of customer service in the Department of Foreigners of the Mazovian Voivodeship Office. Subsequently it developed to become a platform of exchange of opinions and information, partnership and cooperation. Target group comprises foreign nationals from the EU and from over 120 countries outside the EU, as well as Polish nationals employing foreign nationals (employers) and Polish nationals inviting foreign nationals for a tourist visit to Poland. The main countries of origin are: first of all Ukraine and Vietnam and then Belarus, Russia, China and India.				
<i>Budget</i>	Funding comes from the Mazowieckie Province Governor's Office. There were no additional costs required.				
<i>Main project activities</i>	The formula for co-operation was developed in the course of a series of working meetings of representatives of the government administration and NGOs. The meetings had the nature of workshops, during which there were defined the customer needs, areas particularly sensitive in terms of customer satisfaction as well as				

	<p>organisational, financial and legal restrictions on the part of the government side. The result of the meetings referred to above were schedules of activities specifying the responsible persons and task completion deadlines.</p> <p>First meetings of the Foreigners' Forum had the character of crisis team meetings and sought to develop remedial solutions. At the beginning the group of representatives of non-governmental organisations and migrant communities was limited as well. Stabilising the formula of co-operation was accompanied by the joint determination of provisions of the official document: "The programme of co-operation of the Mazovian Voivode with non-governmental organisations".</p> <p>The service area of foreigners within Mazovia was diagnosed at the end of 2007 under the monitoring of the implementation of the tasks of the Mazovian Voivode as disastrous. The customer service was assessed very low (a high number of complaints submitted to the Office), the size of the backlog in cases being processed reached the level of several thousands. The Mazovian Voivode, also taking into consideration the fact that the administration of approx. 60% of all cases in the country concentrates in Mazovia, considered the improvement of the service quality for foreign nationals as a priority task for 2008. It was agreed that one of the instruments aimed at improving the handling of foreign nationals' cases will involve establishing systematic co-operation with non-governmental organisations and representatives of migrant communities. This was linked to general policy of Voivode cooperation with NGOs. The organisations involved in supporting third-country nationals and the representatives themselves of those communities in fact have the best knowledge relating to their needs and expectations, and also the most common problems faced by foreign nationals in Poland, including contacts with the government administration.</p> <p>From 2008 there were thirteen meetings of the Foreigners' Forum. The Department of Foreigners organised periodic meetings with the members of the forum. The Forum has two equal coordinators first from public, second from NGOs - side". Numerous (a dozen or so) permanent members NGOs and Migrant org. participate in the Foreigners' Forum such as The Legal Intervention Association, the Other Space Foundation, the Helsinki Foundation for Human Rights, the "Our choice foundation", "Free speech association" and also other governmental and municipal institutions, as well as international org. like IOM are welcome . All clients of the Department of Foreigners benefit from this project.</p>
<i>Relations with other initiatives at national level or with other partners</i>	Cooperation with large number of NGOs and Third-sector Associations
<i>Outcomes</i>	At present, the service provided to customers is more adapted to their needs and thus more effective. Access to information on pending procedures has considerably increased owing to the setting up in a branch of the

	<p>Department of a separate position providing legal assistance that is managed by a non-governmental organisation as well as the expanding the office information, and also due to the regular publishing of information materials for foreign nationals (leaflets, posters). Within the Departmental Point, a permanent location has been provided for representing the activities of non-governmental organisations that provide assistance and support to foreign nationals free of charge. The possibility of consulting the problems arising on an on-going basis has significantly reduced the number of complaints submitted by customers, from the level of approx. 60 in 2008 to the level of approx. 8 in 2011.</p> <p>It resulted in improved customer satisfaction with the service, as reported through the customer survey, where ratings of ‘satisfied’ increased from 40% in 2008 to 97% of users in 2012.</p> <p>The activities of the Foreigners’ Forum bring measurable effects. As the result of the Foreigners’ Forum, the Mazovian Voivodeship Office is more open to other mutual activity to improve migrant management. For example, the Mazovian Voivodeship Office took part in the 3 year project called “The Information Centre for Foreigners”. The overall objective of the project was to improve customer service in the Department of Foreigners. Among the project activities the most important were: organising training sessions for employees of the Department of Foreigners for staff to acquire intercultural competences, preparing information leaflets for foreigners in Polish, Russian and English and creating an additional information point in the Office. The employees of the Information Centre assisted foreigners, third-country nationals, in filling in applications concerning obtaining residence permits for a definite period of time, also permits to stay as a long-term resident of EC or other applications and provided customers with information about administrative proceedings in Poland e.g. how to prepare an appeal, lodge a complaint.</p> <p>Moreover, the NGO cooperating with the Mazovian Voivodeship Office prepared a report, containing an evaluation of the activity of the Department of Foreigners.</p> <p>During its 4 years of functioning, the Foreigners’ Forum has been transformed from a crisis management team to a platform for permanent co-operation and exchange of information as well as experiences. The group of non-governmental organisations and representatives of migrant communities taking part in the meetings, and also participating within the framework of day-to-day co-operation, has also expanded considerably. Invitations to participate in the Forum are open. The group is not permanent and closed to others. At present, within the framework of co-operation several organisations (at the beginning there were just a few) take part in the Forum.</p>
<i>Scope For Replication</i>	<p>The Foreigners' Forum may serve as a good example of effective cooperation between non-governmental and governmental institutions at the local level in Poland. According to the Representative of the President of Warsaw City for Cooperation with Non-Governmental Organisations, in 2009 the Foreigners' Forum was the</p>

	best performing forum at the Mazowieckie Province Governor's Office (it was the most active and effective).
<i>Internal/External evaluation</i>	The Evaluation is conducted under separate projects, using a variety of research tools. One of the projects in question was: "Friendly office. Evaluation of the Department of Foreigners of the Mazovian Voivodeship Office" of 2009, which will be repeated in 2012. A report was prepared in 2009 by the NGO "Friendly office" entitled: "Evaluation of the Department of Foreigners of the Mazovian Voivodeship Office". A questionnaire and focus group interviews were used for the survey. In 2012 the survey will be repeated using the following techniques: a questionnaire, "mysterious customer", oral interviews.
<i>Contact details</i>	Izabela Szewczyk – Dyrektor Wydział Spraw Cudzoziemców; iszewczyk@mazowieckie.pl

Project title	Country	Organiser/initiator	Start	Finish	Type of project
5. Foreigners' Information Centre – Centrum Informacyjne dla Cudzoziemców	Poland	Stowarzyszenie Interwencji Prawnej, Mazowiecki Urząd Wojewódzki, Polskie Forum Migracyjne	2009	2014	Legal Integration
<i>Introduction and context</i>	<p>The integration process will most likely not happen unless foreigners feel legally and economically stable in their host country.</p> <p>For most third-country nationals legal stability is considered as one of the most important factors (as well as education and employment). Without those basic needs being fulfilled (stable work and payment, sense of lasting) other ones will not even be considered.</p>				
<i>Policy challenges</i>	<p>There are many legal and administrative issues that may be more easily dealt with by the Polish population (legal assistance, conversations with employers or administrative workers). Providing free assistance in those matters is therefore a way to help foreigners to achieve those basic needs, which enables them to focus on the process of integration.</p>				
<i>Specific objectives and target group(s)</i>	<p>The main objective of the project was/is to provide free of charge counselling and legal assistance by lawyers and counsellors. The goal of the project is to support third-country nationals in their integration in Poland by assisting them in completing administrative procedures and resolving various legal problems. The innovation of the project is in locating the advisory point for foreigners run by non-governmental organisations at the main local government office in Warsaw which deals with third-country nationals' issues. Thus foreigners may acquire assistance in the accomplishment of all formalities in one place.</p> <p>The target group are non – EU Nationals who are staying in Poland legally. They were chosen due to the fact that there were not many places in Poland/ Warsaw where they could get this kind of help for free.</p>				
<i>Budget</i>	<p>Information Centre for Foreigners – 1 637 964 PLN (399 308.63 EUR)</p> <p>Information Centre for Foreigners 2 - 2 706 779 PLN (659 868.11 EUR)</p> <p>The project is and was sponsored by The European Fund for the Integration of Third-country Nationals and the State Budget.</p>				
<i>Main project activities</i>	<p>The Information Centre for Foreigners is an information point run by non-governmental organisations located both at the head office of the Department for Foreigners at the Mazowieckie Province Governor's Office, and at the head of office of the Association for Legal Intervention. People who received the help through the centre:</p> <p>The first Information Centre for Foreigners had a total of 11 813 clients. Information Centre for Foreigners 2 has had 2350 clients so far.</p>				

	<p>The main information point was located in the Association's Consulting Point staffed by counsellors in the Voivodeship Office in Warsaw.</p> <p>Information about the project has also been sent to embassies, and other offices where foreigners could be reached.</p> <p>The main activities are: the provision of free of charge counselling and legal assistance by lawyers and counsellors; improving understanding of Polish legal system and modes of operation of Polish administrative system; filling various official application forms (e.g. to apply for a fixed period residence permit, for a permit to settle, etc.); preparing appeals against decisions undertaken by Polish state administrative bodies; preparing claims to the administrative court; writing other official documents and letters, (eg. applications for issuance of Polish documents, letters related to employment matters, applications for granting social assistance or permission for connecting with the family members, etc.); assistance with translation; legal advice for third-country nationals is provided free of charge.</p> <p>Consultations are available in several languages (Information Centre for Foreigners: Polish, English, Russian, French; Information Centre for Foreigners 2 - Polish, English, Russian, French, Arabic, Spanish)</p>
<i>Relations with other initiatives at national level or with other partners</i>	<p>The Centre closely cooperates with the Mazowieckie Province Governor's Office and the Information Point for Foreigners operating at this institution. The Voivodeship Office is a partner in the project. The Association has a Consulting Point staffed by counsellors in the Voivodeship Office, where foreigners are given general, "first aid" information. Foreigners with more complicated cases are directed to the Forum's office, where more complex help is provided by lawyers</p>
<i>Outcomes</i>	<p>The project resulted in an improvement of the target group's situation - more third-country nationals were provided with legal help in various matters; received assistance during the legalisation procedure in Poland; got better informed about the procedures regarding the labour market; received support during hard and long procedures leading to obtaining residence status in Poland.</p>
<i>Scope For Replication</i>	<p>The innovative aspect of the project is in establishing the advisory point for foreigners run by non-governmental organisation within the main local government office, which provides foreigners with all necessary assistance with formalities in one place.</p>
<i>Internal/External evaluation</i>	<p>No evaluation has been carried out.</p>
<i>Contact details</i>	<p>EwaGrzegorzółka; Centrum Informacyjnego dla Cudzoziemców Stowarzyszenie Interwencji Prawnej; e.grzegorzolka@interwencjaprawna.pl</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
6. Legal advice and legal assistance to third-country citizens and the professionals who care for them	Spain	The Basque Government (LRA)	2010	2013	Legal and other support services
<i>Introduction and context</i>	The project runs from 2010 to 2013 and is intended to facilitate the legal integration of third-country nationals, especially of those who are undocumented. It achieves this through the provision of information and legal advice of experienced lawyers and with the collaboration of a network of social associations.				
<i>Policy challenges</i>	<p>This program was initiated in the Basque Country in 2004, with the growing influx of third-country nationals that entered into the Basque Country, usually irregular. Thus, more than half of foreigners living in the Basque Country were irregular (undocumented). Given this reality, the Basque Government saw the need to provide a service to these people for the purpose of providing information and support to contribute to their regularisation and integration.</p> <p>Initially this service was provided in collaboration with the Bar Association, but from 2006 the agreement with the Bar broke. From that moment the service was provided by a private company under the supervision and funding of the Basque Government.</p> <p>In 2010 the Government considered the need to restructure the service with the aim to improve, streamline and optimise it. The contract with the private company was cancelled to move to establish a new partnership agreement with the Bar Association. Also, an important part of this restructuring involved the incorporation of social institutions, considered key players for the running of the service and the extending of the programme activities (previously focused solely on illegal third-country nationals) to professionals from different services that attend third-country nationals.</p>				
<i>Specific objectives and target group(s)</i>	The specific objectives of the programme are: to provide professional personalised information, advice and support to facilitate the legal integration of third-country nationals, especially of those who are undocumented or irregular, and to provide basic information on immigration law to all professionals working on public services that attend third-country nationals.				
<i>Budget</i>	The project's total budget is 2.5 million euros for 2010-2013 that is destined to pay the lawyers and social associations. The project also counted with the facilities and resources of the Department of Immigration and Diversity Management of the Basque Country and with 5 government employees working on a full-time basis.				

<p><i>Main project activities</i></p>	<p>The project activities consisted of two main lines aimed at third-country nationals:</p> <ul style="list-style-type: none"> • Advice and support through a telephone line that provides simultaneous translation in the major languages spoken in the Basque country (Romanian, Arabic, Portuguese, French, English, etc.). In cases where the person speak a language other than those available, there is a commitment to make available a translator within 24 hours of the request. Through this telephone service it is provided an initial assessment of the need of the individual and the query is resolved if it is possible to do at the time. For those cases where the case is more complicated, there are two possibilities: 1) either it is forwarded to a lawyer from the Bar Association in their area who provides a personalised advice and support, 2) or, as if it is detected other additional need of a social nature, is forwarded to the collaborating social entities (Caritas, Red Cross, etc.). • In collaboration with different city councils there are monthly organised collective information sessions in every town providing information to contribute to their regularisation and integration. <p>The project also aimed at professionals from different public services that attend third-country nationals. They also have a telephone line where they can solve any doubt regarding the legal situation of third-country nationals that are attended by lawyers specialising in immigration. In addition, in the last months through all the public personnel who attend nationals in the different public services (housing, health, employment, etc.) of the Basque Government have been trained on immigration law in order they can provide better information to third-country nationals and to forward them to the appropriate service if necessary.</p>
<p><i>Relations with other initiatives at national level or with other partners</i></p>	<p>Corresponds to the Basque Country the definition of their own strategy in terms of social integration and participation of third-country nationals and the management of diversity and promoting equality of opportunity and treatment.</p> <p>This project that is part of this strategy and count with the involvement of the Bar Association and the collaboration of six social associations that work with third-country nationals (Cruz Roja, Caritas, Cear, Cite, Adiskidetuak and Kosmopolis).</p>
<p><i>Outcomes</i></p>	<p>According to data from 2011, 2,477 queries were attended by the telephone line and 700 of those were derived to a lawyer of the Bar Association or to one of the social associations that collaborate in the project. These associations also attended other 11,000 queries in 2011 from people who went directly to their facilities.</p> <p>The telephone line aimed at professionals attended 1,913 queries. A total of 65 information sessions were performed in collaboration with the City councils, with 150 training hours and 1,602 participants.</p> <p>However, it is difficult to measure the program's impact on the integration of undocumented third-country nationals through this initiative because even if the service provided has been excellent, the regularisation of the situation of third-country nationals depends on fulfilling the requirements.</p> <p>Regarding nationalities, most of the users of the service correspond to non-EU third-country nationals,</p>

	especially nationals from Paraguay, Senegal, Bolivia and Morocco.
<i>Scope For Replication</i>	The experience from the implementation of the project has proved to its promoters its efficiency as it has succeeded in providing an information service and personalised advice and individualised accompaniment to those illegal third-country nationals. When replicating this initiative is considered essential to involve social organisations and bar associations, as well as having a system of coordination between the different actors.
<i>Internal/External evaluation</i>	In early 2012, an evaluation of the activities of the previous year was carried out. One of the conclusions drawn from the evaluation was that the fact that the programme involved different actors enriches the project, but also requires greater coordination. On the other hand, also highlighted the need to unify the different criteria existing in the three immigration offices in the Basque country, as sometimes were found large disparities. Furthermore, the evaluation concluded the need to conduct a satisfaction survey among the users of the service. As a result, it is being carrying out since a month and a half.
<i>Contact details</i>	Miguel González, Director de Inmigración y Gestión de la Diversidad, Gobierno Vasco (Basque Government), m-gonzalez@ej-gv.es , +34 945 016 412

I. Practices promoting of socio-economic integration

(i) Projects promoting employment schemes

Project title	Country	Organiser/initiator	Start	Finish	Type of project
7. Inburgering	Belgium	Flemish Authority Agency for Internal Affairs	2000	2003 (continued as a programme)	Socio-economic integration scheme
<i>Introduction and context</i>	<p>Inburgering started as an experiment in the integration centres of Ghent, Antwerp and in the province of West-Flanders in 2000.</p> <p>The project ended in 2003 but was continued as a programme with the adoption of a legal base (the decree on Inburgering of 28 February 2003).</p> <p>Inburgering is no longer a project but is implemented in a legal framework with no ending date.</p> <p>Flanders and Brussels are home to people hailing from all corners of the globe: new nationals who need to find their place in this society in every sense. They need to be able to assume their roles as a citizen, as a parent, an employee, an entrepreneur, a student, or a member of an association.</p>				
<i>Policy challenges</i>	<p>Tailor-made programmes for a variety of people hailing from different parts of the world and different culture are critical to successful integration. This implies responding to the needs and expectations of each individual according to his or her own background, but also level of professional experience etc. whilst ensuring that integration remains a two-way process with newcomers making the effort to understand and fit into the society of the host country.</p>				
<i>Specific objectives and target group(s)</i>	<p>The integration programme (Inburgering) allows persons integrating (third-country nationals) to acquire the necessary know-how and to further develop their skills. A tailor-made introductory programme is designed based on their career orientation and skills level.</p> <p>Civic integration (Inburgering) is intended for foreigners – including non-Belgian EU citizens – aged 18 or over who come to Flanders or Brussels to reside there for a long period. The target group of the civic integration policy also includes Belgians who were not born in Belgium or who at least one of their parents was not born in Belgium.</p> <p>All persons integrating have a right to a civic integration program. Moreover, certain categories are obliged to take a civic integration program. These categories are:</p> <ul style="list-style-type: none"> - persons who recently emigrated to Belgium and have taken up residence in Flanders; - Ministers of religion in a local church or religious community, recognised by the Flemish authorities. <p>The target group is selected through a Database whereby people are selected on the basis of their nationality and</p>				

	<p>legal and residence status. The welcome offices send the target group a personal letter (except in Brussels – the target group is recruited by the partners or by use of more classical promotion activities (press, marketing, promotion actions at local fairs...)). The Flemish Authority helps the welcome offices by providing promotion material.</p>
<i>Budget</i>	<p>In 2012 the 8 welcome offices who effectuate the activities of the Inburgering programme, received €30 million from the Flemish Authority (through grants). In this budget the cost for the elementary Dutch course and the course on career orientation are not included.</p>
<i>Main project activities</i>	<p>A civic integration program consists of:</p> <ul style="list-style-type: none"> - a basic Dutch course (A1) - an introduction to the Flemish and Belgian society (course +/- 60h) - coaching in the search of employment or studies, and towards the provision in terms of culture and leisure activities (+/- 20h) - and personal guidance. <p>During the Social Orientation course, participants can take the lessons in their own language or in a contact language. Material of the Social Orientation course is translated in 10 different languages (Arabic, English, Turkish, Spanish, Russian, Farsi, French, Polish, Albanese, Croatian, Thai, Portuguese, Chinese). The promotion material is translated in 15 different languages. During the individual coaching and guidance the welcome office often use the services of social translators.</p>
<i>Relations with other initiatives at national level or with other partners</i>	<p>Inburgering rests on a partnership between local and regional authorities which involves Federal authorities (Competent for access to territory), Flemish authorities (Competent for integration policy, playing a legislative and executive role and providing funds for the programme), as well as Local authorities working in co-operation with the welcome offices to inform target groups about the programme. There is no specific role for NGOs or associations.</p>
<i>Outcomes</i>	<p>The evaluation report concluded that: 90% of people integrating satisfied with their programme 50% of people integrating found a job: as many opportunities as the average Flemish job-seeker to find work.</p>
<i>Scope For Replication</i>	<p>The programme shows that multilevel co-operation is valuable in the field of integration (mainstreaming).</p>
<i>Internal/External evaluation</i>	<p>No evaluations have been conducted</p>
<i>Contact details</i>	<p>IngeHellemans, Flemish Authority, Agency for Internal Affairs, inge.hellemans@bz.vlaanderen.be Tel: 00 32 2 553 33 19</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
8. Entrepreneurship as a route out of social exclusion	Czech Republic	GLE o.p.s	I.12.08	X.2011	Social Inclusion
<i>Introduction and context</i>	Supported by Operation Programme Prague Adaptability, this project was launched to support businesses managed by under-represented groups such as the long-term unemployed persons, women with children under 15 years old and immigrants.				
<i>Policy challenges</i>	The main policy challenge is to increase the number of under-represented group members who will establish own entrepreneurship. This will help them to get on a route out of the social exclusion. It is also the biggest challenge the participants, who are often already socially excluded, to actively work on way to be independent. It demands active attitude towards further education and willingness to participate on life changes.				
<i>Specific objectives and target group(s)</i>	The main project objectives were to raise awareness of entrepreneurship as a way out of social exclusion and to increase the employment prospects of disadvantaged groups (long-term unemployed, women with children under 15 years old and immigrants).				
<i>Budget</i>	The project costs reached total 39.420,68 EUR (987.488,01 CZK; for calculation we used an official the CNB exchange rate 1 EUR = 25,05 CZK; actual on October 3rd 2012). The project was financed in 100% from OPPA (Operational Programme Prague Adaptation).				
<i>Main project activities</i>	<p>This project was launched to support enterprises within under-represented groups such as the long-term unemployed, women with children under 15 years old and immigrants. The target group choice was based on results of previous pilot LNET project and official international and CR statistic unemployment data. All of these sources helped to detect problematic topics and groups of nationals in need. e. g. Unemployment of foreigners in CR reached the amount of 240.2 thousands in 2007 and continued to grow.</p> <p>The target group was informed several different ways. At the beginning it was partners who helped to spread information about project. Then another ways were used - that included publishing in press and internet media, informational meetings carried for local authorities, organisations including the non-profit ones, presentations in NGOs market 2009 – 2011, distribution of leaflets among other organisations and also e.g. meetings within the network of clients. The main goal of the promotion was to inform wide community, especially potential clients, about the activities.</p> <p>There were generally three languages used during the project: Czech, English and Russian. We were offering Informational handbook to our clients, which was translated to above mentioned languages. Individual consultations were also conducted in the language upon the clients' request.</p> <p>The key activities incorporated: selection and training of business advisors, individual consultations and seminars</p>				

	<p>for improving clients' business skills, meetings for establishment of clients' networks, project management and administration.</p> <p>There was total amount of 258 clients: 83 males/175 females.</p>
<i>Relations with other initiatives at national level or with other partners</i>	<p>The project had two partners: Poradna pro integraci, o.s. (The Counselling Centre for Integration) and Centrum pro integracizinců (Center for Integration of Foreigners). Both partners are highly experienced by long term work with immigrants. Their role is mainly to inform this target group about our offer and recommend our services.</p> <p>Also Local authorities were present at the three informational meetings. They have obtained all project information, materials and at the last meeting they were also informed about attained results.</p>
<i>Outcomes</i>	<p>The projects impacts were: to raise awareness of entrepreneurship as a way out of social exclusion, to increase the employment prospects of disadvantaged groups, to develop the skills needed to become self-employed or start a business and to transfer tried and tested best practices from the UK.</p> <p>This project as successful due to the results which exceeded planned aims (originally planned to support 100 clients). The reports showed that the amount of supported clients in the end of the project had reached number 258. Also the amount of 45 clients who managed to establish own entrepreneurships during project runtime is gratifying. 80% of clients considered received information and knowledge as useful, which we regard as the proof of good result of our project, too.</p>
<i>Scope For Replication</i>	<p>The experience rising from this project is valuable for all participants: clients, NGOs, LRAs and other organisations and even for general public. All disadvantaged groups suffer with either a lack of time flexibility, a lack of mental or educational flexibility or they have problems with labour market integration for some other reasons. It was already approved by previous experiences that establishment of own entrepreneurship may be a good solution for them. This offers them enough flexibility as they are situated to the position of the employer and the employee in the same time. On the other side this situation requires high responsibility, so good business skills and knowledge are extremely welcomed and useful.</p>
<i>Internal/External evaluation</i>	<p>The Final Monitoring Report which contains all measurements relevant to the project was prepared.</p>
<i>Contact details</i>	<p>Michaela Barotková, Projektovámanažerka/ Project manager GLE o.p.s., Mobile: +420 773 697 875, Phone: +420 224 241 589, www.gle.cz</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
9. A Safe haven in Hamburg	Germany	European Community Initiative (EQUAL)	2002	On-going	Employment / Training
<i>Introduction and context</i>	The European Community Initiative (EQUAL) created this labour market tool for refugees and asylum seekers in 2002. In 2008, the Federal Ministry of Labour and Social Affairs introduced the ESF-Federal Programme for labour market support for these groups to consolidate existing forms of cooperation. FLUCHTort Hamburg is one of 28 networks which cooperate in a national thematic network, funded from now until 2014 by the Land of Hamburg.				
<i>Policy challenges</i>	It is practically impossible for asylum seekers in Germany to gain access to the labour and training markets in the regular way. The principle of subsidiary treatment means that they can obtain work permits only in certain sectors, and only if no German or foreigner with a preferential status comes into consideration.				
<i>Specific objectives and target group(s)</i>	The target group is refugees and asylum seekers. The goal is to support refugees through counselling, coaching, training and public relations work, enabling them to realise their opportunities for integration in terms of training and employment.				
<i>Budget</i>	Between 2002 and 2007, the budget was 10 Million Euro. Between 2008 and 2010, 1.2 Million Euro. Between 2010-2013/14, 1.4 Million Euro. The Sources of funding are: the Federal Ministry of Labour and Social Affairs, ESF, and the Land of Hamburg (Ministry of Education).				
<i>Main project activities</i>	The project involves a network of refugee organisations, educational providers and school establishments on the one hand, and business companies, Job centres and the public authorities on the other hand. Together they are successfully implementing an integrated action approach which is based on the life situation of refugees. This networking and cooperation within a system builds bridges, provides access to the target group, and facilitates routes to training and qualification. The project targeted counselling, coaching, language teaching and mediation in training programmes inside and outside the network, and participation in internships in companies, as important ways of re-establishing employability. Since 2010, 20 people have been working on the project (some on part-time contracts).				
<i>Relations with other initiatives at national level or with other partners</i>	Cooperation takes place with other projects in a national thematic network.				

<p><i>Outcomes</i></p>	<p>During the EQUAL period (up until 2007) the counselling programmes had about 2000 participants, about 1250 people participated in qualification and training measures, 350 persons completed practical training, and 250 business enterprises were gained as partners.</p> <p>During the two-year programme period (2008/09). More than 1000 adolescent and adult refugees received counselling; more than 100 young refugees had training places arranged for them mainly in the dual system; more than 100 were placed in jobs with Hamburg companies; more than 100 were recruited into training programmes within the network.</p> <p>The success of over 100 EQUAL sub-projects showed that the placement of refugees in training and jobs is possible, and that people with unsecured rights of residence can successfully contribute their skills to the German labour market.</p>
<p><i>Scope For Replication</i></p>	<p>The models were successful because they developed systematic concepts of vocational training based on the life situations of the participants, and stabilised the life situations of the clients by appropriate interventions.</p>
<p><i>Internal/External evaluation</i></p>	<p>A project evaluation was performed by the Frankfurt University (Prof.Dr. Joachim Schroeder & Dr. Louis Henri Seukwa) as a quantitative, formative and summative evaluation.</p>
<p><i>Contact details</i></p>	<p>Maren Gag, maren.gag@passage-hamburg.de</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
10. Facilitating the integration of TCNs in Romanian society	Romania	The Association for Organisation Development - SAH ROM (ADO SAH ROM)	2011	2012	Cultural and socio-economic integration through promotion of intercultural dialogue Legal integration
<i>Introduction and context</i>	The overall objective of the project was to improve the third-country nationals' chances of integration by providing them with the needed assistance to increase their knowledge of the Romanian language, improve their employment opportunities and access to public services.				
<i>Policy challenges</i>	<p>The rationale of the project was developed on the results of previous studies carried out by ADO SAH ROM in the field, as the organisation has been extensively involved for years in activities dedicated to migrants, including TCNs, in Romania⁶⁰. At the same time, studies carried out by Soros Foundation, e.g. <i>“Immigrant in Romania: Perspectives and Risks”</i>, 2008, were also considered when the project rationale was developed.</p> <p>These analyses underline that various barriers exist in Romania (i.e. language, cultural differences, lack of social relationships in Romania, lack of union representation, lack of information related to the social benefits TCNs should have as employees in Romania) and these hamper the migrants', especially from third countries, integration in the country but also make them vulnerable on the labour market.</p> <p>A particularity of the Romanian context is the definition of the country in the context of “migration”: although there are almost 60.000 migrants (out of which 49.000 TCNs) in the country, Romania defines itself as “transition” and not as a “target” country. The public policy of the National Immigration Inspectorate within the Ministry of Administration and Interior is further defined by taking this definition into account. Although provided by national law and strategies, it seems that a series of services are not provided by the public institutions themselves (e.g. Ministry of Education does not organise Romanian language courses anymore for TCNs, while TCNs need assistance for each direct contact with service providers, especially public) and this aspect is particularly important for the effects the project under analysis is having: as presented below, given this context, the impact of the project is even stronger. Overall, legislation in Romania is not very friendly to the participation of TCNs to the socio-economic life, and the lack of knowledge on the rights of (and by) the TCNs worsens these preconditions.</p>				

⁶⁰<http://www.adosahrom.ro/proiectele-in-domeniul-migratiei>

<p><i>Specific objectives and target group(s)</i></p>	<p>The project focused on several specific objectives: To improve TCNs knowledge as regards the Romanian language and Romanian values and characteristics; To improve the number of TCNs with diplomas recognised in Romania; To increase the opportunities to access the labour market for TCNs, by improving their access to vocational education and through recognition of their non-formal skills; To improve the access of TCNs to medical services by offering them relevant information, as well as social, legal and material assistance; To inform the TCNs communities on their rights, obligations and integration opportunities, through counseling and information services, as well as through information materials, freely distributed; To facilitate contact between public institutions and TCNs, as well as to increase the level of information of institutions responsible with TCNs integration</p> <p>The target group was formed by third-country nationals across the country (up to 50.000), with focus in some locations e.g. Bucharest and Constanta, but also Suceava, are towns with big concentration of TCN. <u>A large number of these TCNs are in vulnerable situation (no income, no language skills, no qualification, no education).</u></p>
<p><i>Budget</i></p>	<p>The project's total budget was € 167.00, out of which 75% represented co-financing from the European Fund for the Integration of Third-Country Nationals, approximately 20% national budget contribution and 5% contribution of the ADO SAH ROM and partners.</p>
<p><i>Main project activities</i></p>	<p>The main activities of the project related to its expected deliverables and were focused directly on its target group (direct beneficiaries). In this sense, thematic toolkits were conceived (for Chinese, Arabic, Turkish and English), which allow the individual study of the Romanian language. Each of them includes a dictionary, phrases, definitions and brief dialogues on certain topics: health, education, taking part in a job interview, industrial relations, the interaction with civil servants, fundamental rights and obligations. For the same ethnical groups audio materials were developed. Romanian language and cultural accommodation courses were organised and the Guide for TNC developed under the 2009 project "Welcome to Romania" was updated and translated into Arabic, Turkish, Chinese and English. Very important, vocational training and skills assessment, legal counselling, social counselling, financial assistance, information on access to medical services were also provided to the project beneficiaries. The activities of the project were announced and disseminated through three major events, in each city covered: Bucharest, Constanta and Suceava, but also through a large number of other promotional activities/materials⁶¹, especially leaflets in all languages of the project: Arabic, Turkish, Chinese and English.</p>
<p><i>Relations with other</i></p>	<p>The project is only one in a longer series coordinated or participated in by ADO SAH ROM in the last years</p>

⁶¹<http://www.adosahrom.ro/materialepromovare>

<p><i>initiatives at national level or with other partners</i></p>	<p>(which also continues this and next year). Three other NGOs were partners in the project, one of them being the Turkish Businessmen Association. The other two are representative organisations at local level, i.e. the Association for Alternative Conflict Solving (ADRA), Suceavași the Association for Civic Resources (CRC) Constanța.</p> <p>ADO SAH ROM is part of the national network working on TCNs and their integration (around 10 core non-governmental institutions and more than 30 associated ones, public and non-governmental), network informally shaped also by the European Fund for the Integration of Third-Country Nationals itself, as this is one of the main non-governmental sources in this area, in Romania. The members of the network work closely together in facilitating the integration of TCNs in Romania, sharing resources (e.g. public policy research done by the Soros Foundation and project results such as guides, magazines etc.)</p>
<p><i>Outcomes</i></p>	<p>The outcomes of the project have increased importance in the national/policy context sketched above and especially considering that the language courses organised in the framework of this project (and to be organised in its continuation 2012-13) are, at this moment, the only one provided to TCNs in Romania. At the same time, some TCNs groups are very closed (e.g. Chinese) and their participation in the project is a real success.</p> <p>Further on, the utility of the thematic vocabularies and audio materials needs to be underlined: firstly, they are available in the language of all major groups of TCNs in Romania. Secondly, they are not only language resources, but information tools, as they are created based on real-life situations and embed “real” information on legislative provisions related to housing, resident permits, education, health insurance, marriage etc. directly related to the TCNs needs. Thirdly, further than the hard copies distributed (2000 thematic vocabularies, 800 CDs, 500 Turkish-Romanian vocabulary, 2500 copies of the “Welcome to Romania” Guide) these are available in electronic format and widely disseminated not only among the 50.000 TCNs in Romania, but also to the TCNs intending and preparing to come to Romania for various reasons (study, work, family).</p> <p>In a nutshell, the project registered the following results: 59 persons received a new qualification or improved their professional skills; 50 persons had access to health insurances, family doctor and treatment; 15 persons got their studies/qualifications recognised; 45 persons improved their Romanian language knowledge; 195 persons participated in 1 accommodation sessions; 108 people received legal and social counselling and financial support; 2500 persons have access to information and Romanian language materials in 5 languages.</p> <p>The “integrated approach” applied, i.e. addressing language & culture and vocational training & preparation on applying for a job & diploma recongnition and direct access to health services and other social facilities (thus a focus on vulnerable groups among TCNs), enhanced by an “information net” created all around these components lead to better cultural and social, and in the end, economic integration of the participants. Despite</p>

	<p>these results, in order to attain acceptable economic integration, more efforts need to be invested in language and cultural courses, as well as in information and support with the administrative procedures related to each aspect of the TCNs life in Romania, in legislative changes. This conclusion is drawn based on the fact that still, despite the qualitative services provided under the project, a very limited number of TCNs benefiting actually found employment, on a permanent or temporary basis (4).</p>
<i>Scope For Replication</i>	<p>The two elements which are worth replicating in other projects/settings are the “integrated approach” mentioned above and the “focus on vulnerable groups” among the TCNs. Both elements, if applied, may lead to more solid impacts (more precisely, to employment), which is more sustainable than social/temporary aid. The combination language and information tool is also practical and more effective, thus this approach could be imported by other projects, too.</p>
<i>Internal/External evaluation</i>	<p>A limited internal evaluation was carried out, based on a questionnaire sent to participants (in Romanian). A more comprehensive internal evaluation is currently planned and the project participated, through interview, to the programme evaluation of the European Fund for the Integration of Third-Country Nationals itself.</p>
<i>Contact details</i>	<p>RodicaNovac, Project Manager, ADO SAH ROM, tel.: 021 210 71 60, e-mail: adosahrom@starnets.ro</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
11. Zentrum für Existenzgründungen und Betriebe von Migrantinnen und Migranten	Germany	Entrepreneurs without Borders (UnternehmerohneGrenzen)	2000	2008	Employment
<i>Introduction and context</i>	UnternehmerohneGrenzen operates in the city of Hamburg, Germany's second city, which has one of the largest immigrant communities in the country. The project is an example of a successful bottom-up initiative: immigrant entrepreneurs themselves came up with the idea to found an institution to support (potential) entrepreneurs with a migratory background.				
<i>Policy challenges</i>	UoG starts from the assumption that third-country nationals and their descendants have a similar or even higher propensity to set up a business than native Germans. Unfortunately, however, third-country nationals generally have less knowledge of business regulations and the legal and organisational environment for self-employment.				
<i>Specific objectives and target group(s)</i>	The project's target group is third-country nationals who want to become entrepreneurs. The UoG programme aims to overcome the business disadvantages faced by third-country nationals by providing immigrant entrepreneurs tailor-made counselling and networking services that match the specific business environment of Hamburg.				
<i>Budget</i>	The annual budget is of 280 000 Euros. The project receives funding from both the city of Hamburg and the European Social Fund.				
<i>Main project activities</i>	<p>The services UoG provides include:</p> <ul style="list-style-type: none"> - Counselling services: Advice on all aspects of running a business. - Business planning: Assistance in writing convincing business plans. - Seminars and training on different business aspects. - Special services: Exchange forums for female entrepreneurs, events bringing together entrepreneurs and other relevant groups. - Business networks: UoG established business networks with mainstream business support organisations, local and regional business structures and other relevant institutions. For ethnic minority entrepreneurs, having access to these networks can be of high value in solving business problems. <p>UoG has a team of 12 employees (9 with a migrant background). 9 of these employees are consultants, and 3 are support staff.</p>				
<i>Relations with other initiatives at national level</i>	-				

<i>or with other partners</i>	
<i>Outcomes</i>	<p>Over the 2001 – 2005 period 2,090 third-country nationals expressed interest in the project. Out of these, a total of 1,467 (potential) immigrant entrepreneurs actually made use of UoG's services. An estimated 800 business start-ups were established during this period. An evaluation undertaken by The Zentrum für Praxisentwicklung of the University of Applied Sciences of Hamburg (ZEPRA) showed that 90% of UoG's clients were satisfied with the programme's services.</p> <p>The strong results and large demand led UoG to set up the follow-up program, "Startchance"</p>
<i>Scope For Replication</i>	<p>Replication of this project requires specialist business knowledge and experience. However, as it is a project which essentially entails enabling third-country nationals to help themselves. It should be readily replicable in different situations.</p>
<i>Internal/External evaluation</i>	<p>The Technical University of Hamburg-Harburg and ZEPRA have conducted evaluations in 2003 and 2006 respectively.</p>
<i>Contact details</i>	<p>Ms Evelyn Jabben, e.jabben@uog-ev.de, +4940 43183063</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
12. Campaign for the homologation of studies ‘Get equal’ and invisible curriculums.	Spain	Asociación Bidez Bide (Bidez Bide Association)	2010	On-going	Education and training
<i>Introduction and context</i>	In 2010 the Provincial Council of Gipuzkoa subsidised the Campaign for homologation of studies ‘Get equal’ and invisible curriculums directed primarily immigrant women living in Gipuzkoa and developed by the Bidez Bide Association. The main objective is to empower women and improve their position in the host society, through the recognition of their professional qualifications, so they can improve their work situation or continue their education.				
<i>Policy challenges</i>	The project started from the fact that there are immigrant women who have studies in their countries of origin that have not been approved in Spain are forced to accept a job, mainly in the domestic service and hospitality industries, that are usually below their professional qualification. This situation generates frustration and anger and a feeling of powerlessness to these women. Most of these immigrant women do not know how to homologate their studies or they cannot do it themselves and need help, for example, with the language. Likewise, also many women do not have the documentation in place to reside and work in the country and they are afraid to go to apply for validation studies. With documentation in place, it is easier to apply for approval of studies. In this case the Association makes the request on their behalf.				
<i>Specific objectives and target group(s)</i>	<p>The specific objectives of the project are:</p> <ul style="list-style-type: none"> • Provide information and advice to women, fundamentally, to begin the process for approval of studies undertaken in the country of origin as a step to improving their position in the destination country. • Raise local public awareness about the reality of the studies and training of immigrant women and the gap that exists with the work they do in the destination country. • Contribute to destroy the myths and prejudices regarding the level of training and study of immigrant women. <p>The Campaign is focus on immigrant women, mainly those who works on domestic services and hospitality industries, who are the most vulnerable, with studies in the country of origin (graduate, high school, university and technical) and now living in Gipuzkoa. The Association also assists migrant men and national people who studied abroad Spain and need to homologate their studies.</p>				
<i>Budget</i>	The project was founded by the Provincial Council of Gipuzkoa with around €2,200 in 2010, €2236.35 in 2011 and €7.500 in 2012. The coordination of the project is assumed by an intern on a social work internship who received some money in order to pay for her expenses.				

<p><i>Main project activities</i></p>	<p>The main project activities are:</p> <ul style="list-style-type: none"> • Personalised and individualised advice, information and support to migrant women who want to homologate their studies obtained in the country of origin (proceedings, requirements, etc). • Accompaniment to anyone who needs help starting the process of getting their studies approved. (Most women have also language difficulties). • Talks in different towns of the province of Gipuzkoa to disseminate the service and in universities to raise awareness. <p>Posters were produced in Basque and Spanish with basic information and a sample of the invisible CV (CV of origin of immigrant women and the job she has), as a way to raise awareness in society.</p>
<p><i>Relations with other initiatives at national level or with other partners</i></p>	<p>The project is founded by the Provincial Council of Gipuzkoa and counted with the collaboration of immigrant associations and public institutions.</p>
<p><i>Outcomes</i></p>	<p>The Association evaluates and monitors the project through survey to the people who use the service to learn about the process of the homologation of studies resulting in a narrative report and database of the people aided. Some of the main outcomes from the project are:</p> <ul style="list-style-type: none"> • Users are of the opinion that the service allows them to inform themselves and begin the process of homologation of studies, whilst also allowing them to educate themselves in other niches of work. • Women third-country nationals of the province of Gipuzkoa are aware of the service and how to initiate the procedure for approval of studies. Also, many women decided to continue with their studies in Spain after receiving the support and information of the service. • The project has contributed to the indigenous population knowing this aspect of the reality of immigrant women and destroys the widespread stereotypes in relation to training and education for this population. <p>In the last year (2011) 60 women and 11 men were benefited by the service. Of the 60 women that were advised, 42% (40 women) comes from South America, 36% from Central America and Caribbean; 10% from the EU-27; 3% from the rest of Europe; 3% from the rest of Asia; 2% from the Maghreb and 2% from the rest of Africa. This relates to the preponderance of the Latin American population in the province and the Spanish territory. Meanwhile, 60% of men that were advised came from South America, 20% in Central America and the Caribbean and 20% from Africa except the Maghreb.</p>
<p><i>Scope For Replication</i></p>	<p>This is a successful project that continues from its launch and is considered to be fully replicated by other local and regional authorities.</p> <p>Some key aspects of the project to be considered for replication in other areas are close collaboration with other immigrant associations, institutions, public administration and also with the media. Also, a key and an</p>

	innovative aspect of the initiative and a key of its success is to get close the service to the people in the surrounding areas due to most people cannot go to the city.
<i>Internal/External evaluation</i>	At the end of each year the Association conducts an assessment of activities and conducts a satisfaction survey to people who have benefited from the same resulting in a conclusion report.
<i>Contact details</i>	Soraya RonquilloPeña, +34 654 051 231, bidezvide@hotmail.com

(ii) Project promoting education and training

Project title	Country	Organiser/initiator	Start	Finish	Type of project
13. Active Parents: Education without Borders	Germany	UnternehmerohneGrenzene.V (Entrepreneurs without Borders)	2008	2009	Education
<i>Introduction and context</i>	The project provides information and assistance to parents on building bridges with the schools their children attend.				
<i>Policy challenges</i>	A high proportion of immigrant parents display low levels of education and at the same time are not informed about education and apprenticeship opportunities for their children.				
<i>Specific objectives and target group(s)</i>	The target group is parents with a migration background who have children aged between 16 and 18 (in years 9 and 10 in the German school system) Active Parents aims to inform parents with a migration background on, and encourage them to make use of, the diversity of professional opportunities available to their children in order to reduce the high concentration of third-country nationals in underpaid sectors of the labour market.				
<i>Budget</i>	Information on the total budget is currently not available. The project is funded by the European Social Fund, and by the Free and Hanseatic City of Hamburg				
<i>Main project activities</i>	<p>Active Parents is an information and advisory program focused on school and vocational training, especially tailored for parents with a migration background.</p> <p>Active Parents works with two schools as a pilot project in Hamburg. The project involved a number of information campaigns, including:</p> <ul style="list-style-type: none"> • Information for individual parents (specific Information to help their child on the way from school to work) • Information events for groups of parents • Meetings for parents in which they are informed about special topics and have the opportunity to talk with other parents. <p>The project also organised entrepreneur presentations for the students, in which entrepreneurs shared their experience and advice, and provided contacts and information on opportunities for vocational training and apprenticeships.</p> <p>Finally, the students are assisted in their search for training positions. Active Parents employees help them to find practical training using the pool of entrepreneurs of the project “StartChance”.</p>				

	Active Parents has two employees.
<i>Relations with other initiatives at national level or with other partners</i>	-
<i>Outcomes</i>	<ul style="list-style-type: none"> • 265 parents benefitted from information sent to them • 245 information events organised for migrant parents • 540 “entrepreneurs meet students and their parents” events organised • 132 students benefitted from information given to them <p>Apart from that, the project employees report that the migrant parents in the schools display a higher level of awareness about the opportunities available to their children, and that the entrepreneurs involved have become more sensitive to the students’ needs.</p>
<i>Scope For Replication</i>	LRA’s can learn from this project given the importance (and effective methods) of contacting and informing parents with a migrant background in the period in which their children make the transition from school to work, and the importance (and effective methods) of providing practical help – such as the help provided in finding practical training positions.
<i>Internal/External evaluation</i>	The project has conducted internal evaluations
<i>Contact details</i>	Ms Evelyn Jabben, e.jabben@uog-ev.de , +4940 43183063

Project title	Country	Organiser/initiator	Start	Finish	Type of project
14. Zentrum für Integration und Migration (ZIM) (Centre for Integration and Migration)	Germany	City of Erfurt / Internationaler Bund	2004	On-going	Social Integration
<i>Introduction and context</i>	The “Zentrum für Integration und Migration” (ZIM) is a lively centre for third-country nationals and locals, as well as institutions and authorities involved in the process of integration. The centre is the only one of its kind in Thuringia and the other federal states of Germany.				
<i>Policy challenges</i>	The ZIM is situated in a problematic area with a large number of third-country nationals, many of whom live in transitional accommodations and are affected by issues such as (youth) unemployment, poverty and drug abuse.				
<i>Specific objectives and target group(s)</i>	The aim of the centre is the intercultural development of the area by means of immigrant business start-ups such as new shops and restaurants, as well as the promotion of art and culture from other countries. The target group is third-country nationals in general.				
<i>Budget</i>	Total budget: Information not available. The centre is funded by the City of Erfurt				
<i>Main project activities</i>	<p>The centre is a drop-in centre for third-country nationals and everyone else who takes part in the integration process. It prepares and offers services and information on the latest standards of integration. The centre also coordinates offers of migration work in Erfurt. 6 different associations work in the centre. Direct cooperation of two indigenous and four foreigner associations makes it possible to consider intercultural experiences, particularities and requirements of the third-country nationals.</p> <p>The ZIM provides complex and practical integration assistance to improve social, professional and language competences. When consulting the ZIM every visitor receives a precise, comprehensible and up-to-date answer, directly or via telephone/e-mail. One important service offered by the ZIM is interpretation with 69 interpreters for 17 languages who help interacting with schools, doctors or authorities.</p> <p>The centre has two main employees as well as about 40 volunteers.</p>				
<i>Relations with other initiatives at national level or with other partners</i>	-				
<i>Outcomes</i>	In 2007, the Centre hosted six of the City of Erfurt’s (in total) 34 integration courses and was a contact point for all other certified providers of integration courses. It has become invaluable as a first point of contact for third-country nationals seeking aid or support. In particular, the Centre provided additional premises and personnel in				

	order to guarantee child care, without which mothers of a total of eight children would not have been able to attend the courses. Furthermore, four tailored courses for senior third-country nationals were offered.
<i>Scope For Replication</i>	A service dedicated to third-country nationals is always an asset at local level to facilitate the integration. The project is replicable for those cities that have a large proportion of third-country nationals as well as the funds necessary to develop adequate services meeting their specific needs.
<i>Internal/External evaluation</i>	Every two years the ZIM writes a report about its activities which it presents to the city council.
<i>Contact details</i>	BeateTröster, zim@integration-migration-thuringen.de , +49361 6431535

Project title	Country	Organiser/initiator	Start	Finish	Type of project
15. Teaching Greek language and Greek history to migrant mothers	Greece	Municipality of Athens Development Agency S.A	22/07/09	31/12/09	Socio-economic integration measures: Education and training
<i>Introduction and context</i>	<p>This is a Greek language and history course-based programme implemented by the Municipality of Athens Development Agency in cooperation with the Hellenic Migration Policy Institute and the Institute of Adult Life Long Learning. It targeted migrant mothers in order to reduce barriers for their integration into the linguistic and cultural environment, and to enhance their employability and improve their jobs and to fight against exclusion. Greece is also implementing the Multiannual Programme of the European Integration Fund (EIF) 2007-2013 with a view to creating synergies facilitating the smooth adaptation and social integration of third-country nationals legally residing on Greek territory. The Multiannual Programme of EIF covers the whole spectrum of social, economic and cultural activities, including – inter alia – information services, education and culture. The above mentioned Multiannual Programme comprises activities and measures that provide equal opportunities to concrete target groups, mainly migrant mothers as a specific vulnerable social group.</p>				
<i>Policy challenges</i>	<p>According to survey of the National Statistical office among the migrant population in 2008, around one third of those born in non-EU countries indicated that they needed to have a better knowledge of Greek in order to find a job or improve their job prospects.</p>				
<i>Specific objectives and target group(s)</i>	<p>The target group is Migrant Mothers The Main Objectives of the programmes are: to improve participants' knowledge of the Greek language and history; to facilitate migrant women's access to education ; to promote language skills; to enhance migrant women's capacity to assist their children in school and life.</p>				
<i>Budget</i>	<p>The total project for this programme is €375,000,00 €281,250 consists of Community contribution (75%) and 93.750,00 € of Member State contributions (25%).</p>				
<i>Main project activities</i>	<p>The programme's educational units consist of Greek language courses (Separate courses of Greek language took place, corresponding to both elementary and advanced level) and Greek history courses. An important concept of the Programme was to provide babysitting and creative activities to occupy the children while their mothers attended classes. A total of 20 courses were implemented (120 man hours/course) and a total of 400 women participated (20% were under 30 years old). 325 children of the migrant mothers participated in creative activities during the courses 90% of the beneficiaries successfully completed the educational programme</p>				

	The promotion activities included the distribution of leaflets and brochures to migrant organisations and NGOs translated in 6 languages, advertisements in the Greek and foreign press, press conferences and press releases; Web advertisements; Radio ads transmitted to foreign language radio stations, an opening & closing event
<i>Relations with other initiatives at national level or with other partners</i>	-
<i>Outcomes</i>	<p>According to the Project's Monitoring Report and the on-site verifications (on 04.12.2009) on the premises, the Final Beneficiary successfully fulfilled the project.</p> <ul style="list-style-type: none"> - 90% of beneficiaries stated satisfaction with the educational programme - 86% of the beneficiaries – migrant mothers – responded that courses contributed significantly in improving skills regarding the communication in everyday life. - 90% suggested improvement in the communication between mothers and kids in the Greek language - 51.64% of the beneficiaries – migrant mothers - responded that the programme contributed significantly to their children every day communication and socialisation.
<i>Scope For Replication</i>	History and language classes are essential for third-country nationals to have a better understanding of the host country they live in. This project can be easily replicated elsewhere.
<i>Internal/External evaluation</i>	-
<i>Contact details</i>	EleniCharokopou, Implementation Unit - Social Integration Division - Directorate General for Migration Policy & Social Integration, General Secretariat for Population & Social Cohesion - Ministry of Interior, tel.: +30 210 37 41 218, impl2.integration@ypes.gr

(iii) Project promoting housing and health services

Project title	Country	Organiser/initiator	Start	Finish	Type of project
16. AbitAzioni. Percorsi di integrazione e inserimento abitativo (Home. Paths towards integration and provision of housing)	Italy	Lombardy Region	2011	2013	Socio-economic integration measures/ Housing
<i>Introduction and context</i>	Access to suitable housing is often a major issue for third-country nationals, and in particular some groups such as single mothers. This programme aims at improving such access by better using existing networks and developing new supply.				
<i>Policy challenges</i>	There is a complex interaction between the providers of housing and those in need of it that needs to be facilitated and optimised by public sector interventions.				
<i>Specific objectives and target group(s)</i>	The programme aims to support housing for foreign residents through joint public and private dissemination of information on access to the housing market. This has included distribution of materials in foreign languages. This programme is only for third-country nationals, and in particular single mothers, single people, those with specific family needs.				
<i>Budget</i>	The total budget was €1,900,000. The funds came from the Italian Ministry of Welfare.				
<i>Main project activities</i>	The 4 areas of activity of the project were: <i>improving access</i> – improve the offer off of homes at more accessible prices – help find homes at prices lower than market prices (e.g. in Milan and Bergamo); <i>restructuring the supply</i> of homes – e.g. using abandoned homes and making them habitable, providing ‘social housing’; <i>strengthening services/ helpdesks</i> for housing – provide information on different places where such services are available; <i>promote harmony</i> between third-country nationals and those who provide housing – organise meetings, roundtables to discuss issues relating to access to housing for third-country nationals. Brochures were translated into 10 languages (including English, French, Spanish, Chinese, Urdu, Telugu, Filipino, and Portuguese) and then distributed in various municipalities.				
<i>Relations with other initiatives at national level or with other partners</i>	There is a close relationship with the ‘CertificaituoItaliano’ and ‘Vivere in Italia’ programmes in terms of target audiences.				

<i>Outcomes</i>	<p>As in the case of the “CertificaituoItaliano” and the “Vivere in Italia” projects, each project involves complex interdisciplinary elements. Even if the project has not been continued, there is a legacy that remains. For example, those that have been trained can reuse the skills they learnt, the networks are still there too. Thus the next time a similar project is will be launched, it will be much easier to make it operational.</p> <p>Up to now some 60 families have been assisted and 10 are still receiving assistance. 160 service providers have been trained. The development of intercultural competencies, networking with the different entities involved in the provision of social housing (e.g. unions, associations of lawyers, etc.), and the method of bringing in stakeholders involved in the design and delivery of the project were key aspects. One of the findings was that small projects with dedicated a management team give better results than large-scale projects.</p>
<i>Scope For Replication</i>	The extent to which the programme is replicable will be reviewed in the evaluation.
<i>Internal/External evaluation</i>	The project is to be evaluated externally after the first 18 months. It will be an interim evaluation.
<i>Contact details</i>	Lombardy Region : Roberto Albonetti, roberto_albonetti@regione.lombardia.it , +39267652189

Project title	Country	Organiser/initiator	Start	Finish	Type of project
17. Migrant Women as Doulas and Culture Interpreters	Sweden	European Integration Fund and politicians of North East Gothenburg (LRA).	2005	2013	Project to develop new methods of strengthening migrant women's health in accordance with public health objectives.
<i>Introduction and context</i>	The main aim of the project was to develop new methods of strengthening migrant women's health in accordance with public health objectives. Women of migrant backgrounds with good knowledge of the Swedish language supported newcomers from the same country of origin during their pregnancy and delivery. For example, the doula (association) can help with interpretation and act as a link between newcomers and the public health service. The association also runs a special parental education groups for migrant women in Somali and Arabic.				
<i>Policy challenges</i>	Migrant women, especially women from Somalia and Ethiopia, are at a high risk of losing their child during pregnancy or childbirth compared to Swedish women. Despite the higher risk of complications, these women do not receive the same quality of health care as women born in Sweden. This is due to structural discrimination in the Swedish health care system; lack of communication and cultural differences can create misunderstandings, lack of trust and insecurity. To overcome this, efforts must be made to ensure good health care for everybody regardless of their background or country of origin. The goal of the project is to educate women of migrant background, who have been living in the country for many years, to act as doulas. Doulas are women who provide support to other women before, during and after childbirth.				
<i>Specific objectives and target group(s)</i>	The main beneficiaries of the project were Pregnant foreign-born women, who do not speak Swedish. 124 women benefited from the project in 2010.				
<i>Budget</i>	The project receives year by year funding from the municipality of Frankfurt. In the spring of 2009, the project received approval for funding from the European Integration Fund to further develop their ideas. Just over six months later, the politicians of North East Gothenburg decided to finance the activities for 2010 (€70,000). Funding is committed for 2011.				
<i>Main project activities</i>	<ul style="list-style-type: none"> • Local volunteers helped mentor women from migrant backgrounds in new skills. • Workshops were carried out each year on topics such as how to manage 				
<i>Relations with other initiatives at national level or with other partners</i>	N/A				

<i>Outcomes</i>	<p>There have been a number of outcomes from the project:</p> <ul style="list-style-type: none"> • 127 migrants have been mentored since 2005 • 50% of the project beneficiaries went on to find qualified work • Others beneficiaries were made more aware of their potential to work in the labour market and many others attended university.
<i>Scope For Replication</i>	The project could be replicated in other regions where there are migrants who lack qualifications.
<i>Internal/External evaluation</i>	The project plans to carry out a larger evaluation but lacks funding for this exercise.
<i>Contact details</i>	Svenska ESF-rådet: Bodil Frey, project coordinator, Centrala-Enheten@esf.se , 020-33 33 90

II. Practices promoting of cultural integration

(i) Projects combating racism and promoting intercultural dialogue

Project title	Country	Organiser/initiator	Start	Finish	Type of project
18. Tampere week against racism	Finland	Municipality of Tampere	2002	On-going	Project to combat racism towards and between third-country nationals/Cultural integration
<i>Introduction and context</i>	The annual Tampere Week Against Racism gathers numerous organisations to fight racism and promote a non-discriminatory multicultural society through a campaign to prevent a discriminatory atmosphere and to fight racism in urban areas				
<i>Policy challenges</i>	Most third-country nationals live in the deprived suburbs of Helsinki. As such, they are even more prone to social exclusion not only because of their cultural differences but also because of their socio-economic status in society. Third-country nationals in deprived urban areas are also more likely to suffer from racism and discrimination. Actions are needed to combat racism and stereotyping in society at large.				
<i>Specific objectives and target group(s)</i>	The campaign brings together numerous associations in the city which are involved in tolerance-building and anti-racism activities. Working together as a network the different associations develop a critical mass to increase visibility of the events and activities during the Tampere Week Against Racism. It is not only focussed on Finnish vs. other types of racism, but also aims at dealing with prejudices between different migrant communities.				
<i>Budget</i>	The City of Tampere provides €2,000 per year and the ministry of Education €3,600 per year. However, many other organisations contribute in kind and in funds and volunteers contribute their time.				
<i>Main project activities</i>	<p>The campaign is held at the same time as the annual UN Day against Racism. Activities organised during the Week Against Racism include public discussions and seminars about intercultural issues; cultural events such as films and concerts; and popular public events like pub quizzes. There are events in supermarkets, fashion shows showing national costumes of immigrant populations, school visits where third-country nationals tell of their experiences and seminars that target participation by businesses, politicians and field workers in the area of multiculturalism and inter-cultural relationships. All activities are marketed under the common slogan “Imagine a world without differences”.</p> <p>The organisation is usually quite unstructured initially, with participating organisations beginning to get together to develop a formal agenda towards the end of the calendar for the coming event.</p>				
<i>Relations with other initiatives at national level</i>	This activity is directly linked to the UN Day Against Racism. It can only take place successfully due to the great deal of collaboration between the many partners involved.				

<i>or with other partners</i>	
<i>Outcomes</i>	<p>Outcomes include important media coverage of the campaign (press, national TV), good cooperation of associations and public institutions very year, and following the Week Against Racism a meeting is specially organised to collect good and bad experiences or practices.</p> <p>Two success factors can be underlined: the ‘human size’ of the activities and the full week-long participation and organisation of the associations on volunteer basis. There is an important participation of associations of third-country nationals or refugees associations as well.</p>
<i>Scope For Replication</i>	Certainly this can be replicated by other LRAs. Many associations across Europe have already organised similar activities to combat racism.
<i>Internal/External evaluation</i>	Every year there is an evaluation – it is carried out by the participating groups.
<i>Contact details</i>	<p>MarjaNyrhinen, Head Co-ordinator of Immigrant Issues, City of Tampere, Mayors' office, Street address: Puutarhakatu 2, P.O. Box 487, FIN-33101 Tampere, Tel. +358 40 5727932, marja.nyrhinen(at)tampere.fi, www.tampere.fi; http://www.rasmus.fi/page_view?t=1&l=1&s=1&p=1</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
19. Immigropoly	Hungary	University of Pecs	2011	2012	Awareness-raising, combating discrimination and stereotypes
<i>Introduction and context</i>	Immigropoly is a combination of two different but continuously running projects. The first lasted for a year, as the first phase, the second one is still running and it will end at the end of November 2012 (it is ten months long). The project leaders intend to continue developing the product 'Immigropoly' from 2013 onwards.				
<i>Policy challenges</i>	Annual reports of authorities dealing with immigration issues usually only find their way to a few people, often in a hard-to-understand language and form. Therefore, Hungarian citizens usually have inadequate information on the migration trends affecting Hungary and EU, which causes some misunderstandings. There are great misconceptions on the actual number of third-country nationals, the main causes of migration and about their integration prospects in Europe.				
<i>Specific objectives and target group(s)</i>	<p>The primary aim of the project is to thoroughly inform the young generations in Hungary about the African (and now about other immigrant groups) third-country nationals living in the country and in the EU, therefore, encouraging the openness and stereotype-free, but also critical thinking of society at large. As this young people will be the most confronted with multiculturalism, the project organisers communicate with students in high schools, colleges and also universities. The top priority is to inform the future generations about causes and consequences of migration, providing an insight into positive and negative processes surrounding the phenomenon of globalisation.</p> <p>The main target groups are the young generations who study at high schools or universities. In general, the project aims to inform a larger spectrum of the Hungarian society by targeting students first. Primary beneficiaries of the project have been the African third-country nationals living in Hungary. Their histories, routes and lives were researched through interviews, polls and reports. Further beneficiaries are the targeted youths. The project provides students with useful background knowledge and may also initiate further important discussions among them.</p>				
<i>Budget</i>	Apart from the organisers' own contribution to the total finances, support has been provided by the European Integration Fund (EIF) and the Hungarian Ministry of Interior on a 75:25 percent basis, after successful grant applications to the EIF (within the framework of open national grant competitions). The initial budget has constantly grown. In the beginning, it was 14,4 million HUF (49,600 EUR) and in 2012 it rose up to 19,8 million HUF (68,200 EUR).				
<i>Main project activities</i>	An interactive online (role play type) game (entitled <i>Immigropoly</i> – available at http://immigropoly.ittvagyunk.eu) is not only a free-time activity, it has also proven to be a versatile educational				

	<p>tool, touching on various issues from the fields of Social Sciences in general, and Sociology, Psychology, History, Cultural and Eco-political Studies, Political and International Studies in particular. These may provide students with useful background knowledge and may also initiate further important discussions among them.</p>
<p><i>Relations with other initiatives at national level or with other partners</i></p>	<p>The organisers ran the projects singlehandedly but had a lot of consultative partners who helped us with advice, such as the Hungarian Africa Platform, Foundation for Africa, the University of Pécs, and other independent migration experts and researchers before the launch of the project.</p>
<p><i>Outcomes</i></p>	<p>During the project phase more than 4,000 users registered with Immigropoly and this number has been on the increase in the past few months, encouraging the growth of a positive attitude towards third-country nationals living in the country. The project is proving to be fruitful in reducing the mistrust third-country nationals have to face. The multimedia online game and publications successfully reached the young target group and provided information that can effectively combat discrimination and xenophobia and give an insight into the processes of international migration and integration. The project organisers tried to change old stereotypes about third-country nationals, especially those from Africa. The project has been successful in putting information on African migration trends into a context of ecological, economic, political and social relations.</p> <p>As part of the project, two publications focusing on issues related to immigration were issued. <i>AfrikaTanulmányok</i>, Hungary's only Africa Studies journal – published quarterly since 2007 – has also come out with a special issue about the aspects, trends and processes of migration. These were handed out for universities, high schools and NGOs. Furthermore the presentations, conferences and the media coverage provided information on African migration trends, and also generated new research and introduced the topic to public discourse. The communications strategy included a vast media support besides promoting Immigropoly, as well as presentations and campaigns in secondary schools, universities and scientific conferences. Speeches, lectures and presentation were delivered in schools, universities. The project organisers also took part in TV and radio studio discussions.</p>
<p><i>Scope For Replication</i></p>	<p>This project highlights a number of things connected with the complexity of integration: about regulations, trends, tendencies, actors and their interactions, attitudes, and good practices, policies.</p> <p>The project organisers plan to research young people's attitudes towards third-country nationals, especially in Eastern- and Central-European countries through a cross-country survey. They are also working on expanding their network of international co-operation. Their aim is to promote the formation of an integrative society, as the 20-30-year-old young people of the present will have to face an even larger issue of immigration in the coming decades. Their activities try to eliminate xenophobia and racism to extend integration and to encourage peaceful co-habitation.</p>

<p><i>Internal/External evaluation</i></p>	<p>The work started with necessary primary and secondary research on African migration trends and the main factors affecting emigration from the African continent. These contained many historical, sociological, economic and personal-emotional elements. The research focused on the stories of African third-country nationals and the ways they arrived in Hungary and integrated into Hungarian society. As part of the process, a national survey focussing on students of secondary schools and universities was carried out, with questions in the questionnaire mainly concerned with migration tendencies. Interviews with African third-country nationals living in Hungary and professionals working for NGOs that deal with related issues (and their (hi)stories are included in the game) were also conducted. The research phase was followed by the evaluation of the polls and then the information was digitalised, and maps, photos, music, interview extracts and diagrams were produced. This phase also included detailing modern and effective communications methods to effectively promote information from the knowledge base and the information newly gathered during the research phase.</p> <p>During the evaluation phase, the organisers concluded that the project has been successful in meeting its primary goals. It is possible to build upon the experiences from previous related projects and the interviews and focus-group meetings concluded in the earlier phases. This has effectively helped to motivate young people to change their attitude, and provides a positive momentum. This helps the integration of 3rd-country nationals, one of the key issues of the coming decades. Results of the project also helped to improve the development process and the interactivity of the online game.</p>
<p><i>Contact details</i></p>	<p>Dr.IstvanTarrosy, PhD, Research Director, University of Pecs, tarrosy@idresearch.hu</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
20. Waterford City Integration Strategy	Ireland	The Waterford local council (LRA) through the Edmund Rice International Heritage Centre	2006	2012	Project to provide humanitarian services to refugees and asylum seekers through education activities
<i>Introduction and context</i>	<p>Over the last 10-15 years, general awareness around the potential benefits and challenges of integration has been greatly increased through rapid demographic changes related to inward migration. During this time, Waterford City has become home to immigrants from all corners of the globe, each bringing their own story and a variety of new perspectives. While there are also a number of other minority communities whose experiences need to be recognised.</p> <p>In addition, and regardless of demographic changes, the reality is that Irish society continually changes on the basis of both internal and external influences and on-going changes in attitudes to a variety of fundamental issues.</p>				
<i>Policy challenges</i>	<p>Key challenges for the project are summarised under the following broad headings:</p> <ol style="list-style-type: none"> 1. Racism (discrimination based on ethnicity) 2. Discrimination (in forms other than racism) 3. Fear and a sense of insecurity due to social problems 4. Need for more prominent Garda (police) responses 5. Economic downturn, unemployment and lack of funding 6. Access for people with disabilities and those without transport 7. Difficulties engaging with the health-care system 8. Mental health concerns 9. Access to and acceptance within the education system 10. Housing problems 11. Family, parenting and childcare issues 12. Lack of understanding in relation to differences: religious/ cultural/ sexual orientation/ gender identity/ disability 13. Negative attitudes and practices – stemming from elements of policies that impede integration 14. Under-representation and low social, civil and political participation 15. Communication barriers, information gaps and being “an outsider” <p>The project also needs to apply for new funding for the 2013 period through local education authorities.</p>				
<i>Specific objectives and target group(s)</i>	<p>The strategy aims to contribute to the creation of a more integrated society in Waterford City by building on the many positive initiatives that have already taken place at local level and by addressing key challenges in a coordinated manner.</p>				

	The projects main target groups were Refugees, asylum seekers and other migrants. These groups were chosen due to the significant increase in migration to Waterford from 2001 to 2006 and the lack of support services available for them. The target group was informed about the project via local advertisements and third-country migrant food shops, local libraries.
<i>Budget</i>	The project received €120,000 set up funding from the EU Refugee Fund. The projects annual operating costs are €140-150,000. Operational funding is provided for through educational grants and the Local and regional level as no core funding is available at the national level.
<i>Main project activities</i>	The project implemented programmes to provide third-country migrants with initial skills, language, computer, communication training as well as support for local schools, (i.e. Sudanese, Polish, and Lithuanian). The project also supports interfaith dialogue by providing community facilities for different religious groups. English is the main language used in the project as translation services are not affordable under the current budget. The regional information board provides information in other languages i.e. French, Arabic, Russian, German, and Chinese.
<i>Relations with other initiatives at national level or with other partners</i>	The project cooperated with a number of LRAs and the Waterford Community Partnership Programme. The project also cooperated with regional and international organisations, the integration centre of Ireland.
<i>Outcomes</i>	The project had a number of impacts, which included, awareness raising, language training, and cultural events to prevent racism. Migrant learnt skills to support independent living, primary health care (i.e. though mentoring). There were a number of outcomes from the project: <ul style="list-style-type: none"> • 1600 people were registered with the project • A drop in service was set up for migrants • Communication, language programmes and pre-development programmes were implemented • An international programme for teenage migrants was set up • A conference was organised on trafficking and undocumented workers at the regional level. • 90 migrants attend language training each week including a summer school taught by voluntary teachers.
<i>Scope For Replication</i>	The project coordinator aims to continue the project in 2013-2016.
<i>Internal/External evaluation</i>	The Director of Edmond rice international carried a research study to assess the potential benefits of setting up the project. Annual and interim reviews are carried out every 6 months as well as annual work plans and three year reviews. A three year minority strategy has also been developed.
<i>Contact details</i>	Anne Nolan: project Coordinator, Edmund Rice International Heritage Centres Ltd, anne.nolisu@gmail.com , [+353] (0)51 874 390

Project title	Country	Organiser/initiator	Start	Finish	Type of project
21. Through Stories	Netherlands	PlusPunt Rotterdam	1999	On-going	Intercultural dialogue
<i>Introduction and context</i>	Elderly people have are good storytellers and can serve as role models for other elderly people, particularly older third-country nationals. Another point is that there are contacts to be established between the elderly with different multicultural backgrounds and younger generations.				
<i>Policy challenges</i>	Cultural integration needs to be all inclusive. It is important to reach out to older third-country nationals as well as younger generations. Many elderly people are at risk of social exclusion these days. This is even more the case for a majority of older third-country nationals.				
<i>Specific objectives and target group(s)</i>	The main target groups are elderly people with a migrant background and also older third-country nationals recently established in the Netherlands.				
<i>Budget</i>	The budget is €50,000. Part of the funds was raised by the organisers. The remaining funds are provided by local government				
<i>Main project activities</i>	The project aims to build bridges between elderly people and younger generations. It also aims to promote discussion amongst elderly people with different cultural on certain issues affecting society. The aim is also to promote a better understanding of and tolerance towards different cultures. Workshops are also provided for students, children and elderly people in order to create an open atmosphere whereby difficult themes, such as the loss of a close person or homosexuality, are discussed. It depends of the themes with wits groups we work with it together.				
<i>Relations with other initiatives at national level or with other partners</i>	The project organisers have worked in collaboration with several partners including schools, retirement homes, small theatres, festival organisers, libraries, and residential care centres.				
<i>Outcomes</i>	Each year, around 95 storytelling events take place gathering a total of 2000 people. On average, 60% of the participants are elderly people and 40% are younger people. The project was successful in showing that people with different backgrounds have much in common and can communicate with each other about various topics. In summary, the workshops and storytelling sessions resulted in more social contact between different cultures & generations; contributed to making prejudices against different cultures and generations disappear; fostered social relationships among the participants; enabled the participants to discuss difficult issues they would otherwise not talk about, thus making them feel more confident.				

<i>Scope For Replication</i>	<p>This project targets elderly people in an innovative way, especially older people with a migrant background. Very few initiatives targeting this segment of the population exist. This type of project has therefore every reason to be replicated elsewhere.</p> <p>A lot of positive effects can be generated through this simple approach reaching out to people in an enjoyable atmosphere.</p>
<i>Internal/External evaluation</i>	<p>The evaluations have shown that participants were highly satisfied with the workshops and storytelling sessions. These evaluations are only available in Dutch. Every year, the organisers present a report to the government. Again these are only available in Dutch.</p>
<i>Contact details</i>	<p>HeiliBassa, Director of PlusPunt Rotterdam, Tel: 0031104671711 ; h.bassa@pluspuntrotterdam.nl</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
22. 'Intercultural Communication: Factor Of Social Integration'	Romania	Diana Philantropic Society (NGO)	2009	2010	Cultural integration through promotion of intercultural dialogue
<i>Introduction and context</i>	<p>The overall objective of the project was to improve relevant habits and knowledge regarding intercultural communication through the organisation of specific training sessions targeting both third-country nationals from non-EU countries with a right to stay in Romania and civil servants.</p> <p>The ambition of the project was to create a framework for the social integration of third-country nationals, in the Suceava country, but also beyond.</p>				
<i>Policy challenges</i>	<p>The rationale of the project was developed on the results of “<i>Immigrant in Romania: Perspectives and Risks</i>”, a study carried out by Soros Foundation Romania in 2008. In accordance with this study, among others (i.e. “language barriers [...], lack of social relationships in Romania, lack of union representation, as well as the absence of information related to the social benefits they should have as employees in Romania”) <i>cultural differences are also an important factor which may transform foreign workers in easy prey for some public servants/employers.</i></p>				
<i>Specific objectives and target group(s)</i>	<p>The project focused on three specific objectives, as presented under:</p> <ul style="list-style-type: none"> • To increase the adaptability rate of the TCNs from Suceava County to the local cultural context; • To increase the quality of the readiness of civil servants from the central and local public institutions in the field of <i>intercultural communication</i>; • To improve the visibility of the initiatives of central and local public institutions regarding TCNs, at the local level. <p>The project targeted two main groups: on one hand, the <i>TCNs</i> in the Suceava county (almost 1.200 at the end of 2010, mainly Moldavian, Turks and Syrians), and on the other hand, <i>the civil servants</i> directly or indirectly involved in TCNs matters at county and local level, including the representatives of relevant central institutions at county level (mainly RIO – the Romanian Office for Immigration and the Prefecture).</p>				
<i>Budget</i>	<p>The project’s total budget was € 56.336,45, out of which 75% came from the European Fund for the Integration of Third-Country Nationals, approximately 20% from the national budget and 5% from the Societatea Filantropica Diana itself.</p>				
<i>Main project activities</i>	<p>The main activities of the project related to its expected deliverables, but at the same time numerous activities related to the dissemination of these deliverables and results were implemented.</p> <p>Two main types of “technical” activities were carried out: the experts’ team involved elaborated <i>an intercultural communication manual</i> and gave several training sessions in the field of intercultural communication, both to civil servants and TCNs. For the training session comprehensive training materials were developed and used.</p>				

	<p>As regards publicity and dissemination, a very important activity was the design and update of the project web page: www.imigrant.filantropicadiana.ro, which was used also for the training courses (to announce them and for posting here relevant training materials), but also to disseminate the project's deliverables to other TCNs and LRAs (than the ones directly benefiting from the project), both in the county (urban and rural area) and beyond.</p> <p>Two press conferences were organised, and an extensive number of leaflets, brochures, posters, banners were produced and distributed. Very important, further than the dissemination activities organised by the project itself, its results were extensively promoted and made available through other events, such as "Your chances Festival", and events organised under the project "4 miss you rope", in which SF Diana's partner AREAS participated.</p>
<p><i>Relations with other initiatives at national level or with other partners</i></p>	<p>The project was well inserted into the national network of similar initiatives, through the involvement and cooperation with the Romanian Office for Immigration (ROI) but especially through the county and national network SF Diana is a part of. As mentioned above, cross-dissemination of results was carried out in the framework of other projects, to which SF Diana's partners, e.g. AREAS, but also CENRES participated at national and/or European level.</p> <p>Further on, at regional/county level, the project is "nested" into a network of the most important stakeholders, as these were also its partners and collaborators: the Suceava County Inspectorate of Border Police and The Association Habitat for Humanity Radauti, as well as the Suceava Prefecture, The School Inspectorate of Suceava County, "Stefan cel Mare" University, Suceava, The Initiative Group of the Romanians from Basarabia (NGO), The Businessmen Association Iasi 2003 (NGO).</p>
<p><i>Outcomes</i></p>	<p>Considering its limited budget, to which also the volunteer contribution (specifically to the management of the project) needs to be added, the project has had significant results:</p> <ul style="list-style-type: none"> • 1 intercultural communication manual, disseminated through the project web-page but also in approximately 400 hard copies; • 140 civil servants (representing 40 LPAs, 35% of the total in the Suceava County) prepared in the field of intercultural communication during 7 (1 day) training sessions; • 75 RTTs prepared in the field on intercultural communication during (1 day) 3 training sessions; • 2 press conferences, through a bilingual webpage www.imigrant.filantropicadiana.ro, 4000 leaflets, 500 posters, 500 folders, 3 banners. <p>It is worth mentioning that the initial targets were surpassed – 50% and 16% more TCNs, respectively, civil servants were trained, due to savings recorded in the project and deriving from an efficient public procurement process. At the same time, the supplementary 20 civil servants trained work for "PAPI" (information access points for the wide public), functioning next to the city-halls, approach which ensures a spill-over effect beyond the 215 persons directly involved in the training sessions organised.</p>

	<p>As mentioned above, it is particularly important in terms of outcomes the fact that the project deliverables (especially the manual) were widely disseminated and used. One good example in this sense is the School Inspectorate in Suceva, which distributed almost 400 copies of the manual to the schools in the county (half of the number it wanted to distribute). Also the TNCs-students at Suceava university received the manual in printed version.</p> <p>This deliverable was taken over also in the national network involved in migrant issues, and circulated among other NGOs and used by RIO.</p> <p>The project activities were widely covered in the local mass-media, which brought the issue and the approach proposed by “Diana” closer to the county inhabitants.</p> <p>One important indirect effect is the project partnership in itself, which ensured cohesion among the most relevant stakeholders and created the necessary preconditions for an effective project but also other initiatives. Among these we need to mention the 2010 project “Intercultural Communication and Interaction for Third-Country Nationals Integration”, implemented also by “Diana” Charitable Society, in partnership with the Border Police Inspectorate of Suceava County, which continued the 2009 project in other 5 counties and the Bucharest Municipality.</p>
<i>Scope For Replication</i>	<p>As this “follow-up” project already proves, replication of this project in other counties in Romania, at least, not only that it is needed, but also desirable and possible.</p> <p>The manual may constitute an important tool to improve intercultural communication skills of both civil servants and TCNs, for the direct benefit, in terms of cultural, but also socio-economic integration of the latter.</p> <p>Through tools such as the communication manual, LRAs may realise the importance of intercultural communication in the current European context and the importance of the integration of TCNs.</p>
<i>Internal/External evaluation</i>	<p>It is reported that the project was evaluated “by the officers of the Romanian Integration Office, by a subcontracted evaluator and by the officials of the Romanian Court of Auditors”. While it is remacable that there is preoccupation in this sense, a confusion is made between evaluation – monitoring – control/audit and significant efforts need to be done to “inspire” an “evaluative thinking” at project level. However, enhancing this thinking may have significant effects in the sense that the projects genuinely reach their stated objectives and the “umbrella - programme” becomes truly effective.</p>
<i>Contact details</i>	<p>Andrei Chitan, Vicepresident of “Diana” Charitable Society, filantropicadiana@gmail.com, <i>mobile phone no.:</i> (+4 0)740111702</p>

Project title	Country	Organiser/initiator	Start	Finish	Type of project
23. 'Where the Rivers meet'	Spain	The Generalitat Valenciana (LRA) through the Conselleria de Justicia y Bienestar Social	2011	2012	Cultural integration
<i>Introduction and context</i>	<p>The project 'Where the Rivers meet' launched by the Valencia Government was created with the main aim to promote the inclusion of third-country national immigrant women by means of mutual understanding and counteracting stereotypes by revealing them through social theatre.</p> <p>This project was devised from the perspective of theatre because theatre offers the possibility of generating understanding no matter how different the people involved are. It is a common language that can surmount the highest communicative and relational barriers, creating strong empathy without a need for words.</p> <p>The ultimate goal of the project was to act as a connecting link between the different cultures, languages and religions that live side by side in the European society. It had a duration of 18 months, starting on 1st January 2011 and ending on 30th June 2012.</p>				
<i>Policy challenges</i>	<p>Over a period of ten years the Valencian population has increased by over a million people because of two factors: an increase in residing foreign population of over 460%, and an increase in birth rate due to the exponential growth of the immigration.</p> <p>The foreign population In the Autonomous Region of Valencia reaches around 18%. The increase in migratory movements in the Autonomous Region of Valencia has derived in a transformation of the Valencian society. 141 different nationalities live together in the region, more than 60 languages are spoken and 18 religions are professed. According to statistics, it is mainly immigrant women who suffer the most in the process of inclusion and even suffer racist attitudes from the people of the countries they live in. This project is part of a wider strategy of the Valencia Government to develop new integration tools for fighting against racism and xenophobia.</p>				
<i>Specific objectives and target group(s)</i>	<p>The specific objectives of the project were:</p> <ul style="list-style-type: none"> • Creation of an international network dedicated to the eradication of sexual and cultural racism towards women third-country nationals through the use of social theatre. This network will be obtained through the production of a series of plays that will be presented in the festival to be organised; • Sensibilisation of the target groups and their harmonious co-existence with immigrant women enhancing mutual understanding and tackling stereotypes; • The use of social theatre as a means of social intervention for third-country nationals' women. <p>The target group of the project was third-country nationals that live in Spain, Romania, Austria, Ireland and Italy and also entities that wished to use social theatre as a means to eradicate racism. The women who participated were selected by the partners of the project in collaboration with third-country nationals associations and institutions that</p>				

	<p>work in the field of the fight against racism and xenophobia in each country. Each partner then carried out a selection process of the women who were interested in participating in the project.</p> <p>In Spain, the origin of the women were distributed along Columbia, Peru, Brazil, Ecuador, Mexico, Algeria, Russia, Palestine, Senegal, Rwanda, Nepal, Cuba, El Salvador and the Dominican Republic.</p>
<i>Budget</i>	<p>The project's total budget was €365,509; 80% of which was financed by the European Commission and 20% was co-financed by the partners of the transnational consortium (Spain, Austria, Italy, Romania and Ireland). The project, led by the GeneralitatValenciana through the Conselleria de Justicia y Bienestar Social, was the only Spanish project selected by the European Commission within the 2009 Call "Fundamental Rights and Nationalship."</p>
<i>Main project activities</i>	<p>In the project, women from third countries used social theatre as a form of self-expression and self-liberation, sharing their personal experiences with other women from different cultures who have suffered cultural racism, including Spanish women. The project demonstrates that social theatre is highly therapeutic and prepares women to express themselves without fear.</p> <p>Their experiences and stories on the issue of racism have been merged to create a single play seeking to improve the skills of women and to value their rights. As a result, racism is approached from the promotion of diversity as a means to enrich. The main project activities were the followings:</p> <ul style="list-style-type: none"> • Workshops. Women were trained to facilitate their integration into the labour market and the opportunity to be part of a group with similar life experiences in which to express themselves and, through workshops, increase their self-esteem and confidence. On the other hand, some were offered the chance to put on stage their life stories to make society aware of their rights and prevent xenophobic or racist attitudes. Also, 15 workshops were organised in different places of the city of Valencia). • Plays. In parallel, also original plays based on the lives of women third-country national in the host countries written by playwrights. They trained individuals and entities wishing to use the social theatre as a means of social intervention in the fight against racism. • International Social Theatre Festival. The work of all partners, showing the situation of immigration in each participating country was represented in an International Social Theatre Festival in Valencia held in May. During the festival the participants acted like real actresses representing five plays, one per participating country and in their language of origin, the life stories of the 200 foreign women participating in the project (40 per country), putting the value of their rights.
<i>Relations with other initiatives at national level or with other</i>	<p>The project involved the participation of local and regional authorities, third-country nationals associations and NGOs from Austria, Ireland, Romania and Italy.</p> <p>At a national level, the project is part of a wider strategy of the Valencia Government to develop new integration</p>

<p><i>partners</i></p>	<p>tools for fighting against racism and xenophobia that included the Law for Integration of Third-country nationals in the Valencian Region, the Local Pact for Integration (a project backed by the Council for Immigration and Citizenship, signed by the President of the Generalitat, the three Provincial governments and City Councils and the Valencian Federation of Municipalities and Provinces) and the first agreement on Integration developed by the Council for Immigration and Citizenship and backed by collaboration from the Public Administration, syndicates and business leaders. This Agreement deals with Education, Healthcare, Housing and Training and Employment with an aim to improve and coordinate integration for third-country nationals).</p>
<p><i>Outcomes</i></p>	<p>The total direct beneficiaries of this project were the participating women, third-country nationals and local (200 women), around 150 individuals and representatives of institutions that participated in the empowerment workshops during the festival, and a great number of spectators made up of third-country nationals and locals who were the audience of the festival (around 1,500). The feedback obtained from women regarding the project was very positive and their participation and engagement was very high.</p> <p>There have been a number of outcomes from the project: Social theatre facilitation workshops; original plays based on the lives of women third countries nationals in the host countries (Spain, Romania, Ireland, Italy and Austria); staging of the plays written for the women introducing them to the different dimensions of stage creation and further enhancing intercultural understanding; an International social theatre festival in Valencia (Spain); four transnational meeting of partners; a documentary film to highlight the transformative role of social theatre on the lives of women third-country nationals in respect of tackling racism and supporting understanding (in English and Spanish) and the creation of a project's manual including different phases of the project and its development to be used for dissemination.</p> <p>The documentary and the manual about project were developed in order that this successful experience can be replicated in other regions of the European Union.</p> <p>Website: http://www.wheretheriversmeet.eu/.</p> <p>Among the most important aspects to note are the intangible results of this process: women have gained personal confidence, they have been working as a cohesive group and they have created an atmosphere of trust between them that has allowed the development of dramas based on their lives, experiences and feelings. They have definitely overcome the cultural barriers that separated them initially and worked as a whole, creating strong emotional bonds between them that go well beyond the project itself. For example, as shown by the fact that Spanish women participants have created a theatre company and continue to represent the play for free. The Valencia Government helps these women get spaces to represent their play.</p> <p>Following the project, the Valencia Government has created a European Platform for Combating Racism and Xenophobia, which currently consists of over 40 European organisations and open to all those working in this field.</p>

	The purpose of this platform is to exchange good practices and identify European calls to launch joint projects with other European countries.
<i>Scope For Replication</i>	This successful initiative is easily replicable for other local and regions entities. According to the Vice-Minister of Family and Solidarity, a key success factor to consider when replicating this initiative is having real professionals, that is, with professional actors. It is essential that participants feel comfortable and safe when working.
<i>Internal/External evaluation</i>	The project was evaluated internally by the members of the consortium resulting in the project's Manual including different phases of the project available on the project's website.
<i>Contact details</i>	Enrique Navarro Alejandro, Vice-Ministry for Family and Solidarity, GeneralitatValenciana, secautfys@gva.es , +34 963 428 781

Project title	Country	Organiser/initiator	Start	Finish	Type of project
24. Project Salaam	Sweden	County Administrative Board in Stockholm County (LRA)	2008	2009	Project to improve the opportunities for newly arrived refugees, and their family members
<i>Introduction and context</i>	The main aim of the project is to fight against racism and xenophobia towards third-country national immigrant women, by using social theatre as a mean of social integration in order to enhance mutual understanding and tackle stereotypes. The target group of the project is third-country nationals that live in Spain, Romania, Austria, Ireland and Italy.				
<i>Policy challenges</i>	Newly arrived refugees may experience that values in the new country differ significantly from their home country. There may be a so-called value conflict that can strengthen defending mechanisms. In order to prevent a destructive cultural conflict, it is important to begin the dialogue as soon as possible to offer new arrivals the opportunity to talk about controversial topics. It is equally important to give accurate and understandable information about Swedish legislations, as well as the social assistance system.				
<i>Specific objectives and target group(s)</i>	The target group is refugee administrators who work with social information on county's introductory units/refugee receptions. Project Salaam was developed as a part of the preventive measures within the framework of Operation Women's Action Plan Against Honour Related Violence. The underlying aim has been to improve the opportunities for newly arrived refugees, and their family members, to manage the value driven conflicts that may arise in their new life situation.				
<i>Budget</i>	The project was financed by governmental funds which the Government annually attribute to the county administrative boards for preventive measures against honour related violence.				
<i>Main project activities</i>	<p>The target group of Project Salaam was refugee administrators in Stockholm County who are the first persons that the new arrivals come into contact with. Project Salaam's goal was the development of a method and transfer of knowledge in values driven questions such as gender, human rights, children, violence in close relationships, as well as honour related violence. The development of the method of pedagogical dialogue is best performed in small groups with a circular form that can achieve both follow-ups and reflections. The project aimed to develop a supporting method linked to civic information for newly arrived refugees in order to:</p> <ul style="list-style-type: none"> • Facilitate dialogue between the administrators and refugees in value driven question. • Initiate and engage in dialogue with families about children, gender roles, the rights and obligations including questions about violence in close relationships. • Provide information on what is considered a crime in Sweden, and consequences of criminal behaviour in the Swedish context. 				

	<p>In order to reach the aims the project:</p> <ul style="list-style-type: none"> • Identified what has been done and which practices are already in use in the county • Developed a method to better talk about value driven questions • Applied the method to be tested in some municipalities in the county, then adjust and spread these to other relevant operators in the country • organised a seminar to spread the method
<i>Relations with other initiatives at national level or with other partners</i>	-
<i>Outcomes</i>	<p>The pedagogical dialogue reduces the gap between the authority and the client since it allows communication on equal terms.</p> <ul style="list-style-type: none"> • A survey was performed and answered by 22 municipalities and 4 districts within Stockholm County to acknowledge if refugee receptions give information on value driven questions. • A reference group consisting of 8 persons was established in order to anchor the work and to receive comments from experts within the field • At Järfälla refugee unit, 8 refugee/social administrators and 1 group leader participated to test the method. • The administrators tested the method with a group of 12 refugees who met twice. • 72 refugee administrators from 18 municipalities and 5 county boards participated in 3 training days about the method. Some officials from the Public Employment Services, the Migration Board and Save the Children also participated. • The target group's opinion about the method was overall positive but it was acknowledged that in order to learn and adapt a new method, personnel resources and time is crucial.
<i>Scope For Replication</i>	The targeted beneficiaries believe that the project has been successful in helping them address the racism and xenophobia that they face as third-countrynationals. They also believe the project could be replicated in other countries at the local level.
<i>Internal/External evaluation</i>	<p>The project has developed a support tool which, according to the target group, facilitates information and dialogue on value driven questions with newly arrived refugees.</p> <p>Through training days the project reached 40 refugee administrators, which means that the method was spread to all refugee reception centres, except three that were not interested.</p>
<i>Contact details</i>	-

Project title	Country	Organiser/initiator	Start	Finish	Type of project
25. Shoreditch Festival	UK	Shoreditch Trust (charity)	2004	2004	Project to combat racism towards migrants/Cultural integration
<i>Introduction and context</i>	We have been working since 2004 on a programme which builds social capital (which includes positive race relations, tolerance, respect), with a specific emphasis on working on intercultural and intergenerational understanding, using "culture" as the principal intervention.				
<i>Policy challenges</i>	<p>The "dominant culture" of Shoreditch is white, and full of pride for its "east end" history and character. However, since 1948, when the first wave of immigrants arrived on the Empress Windrush, there has been a significant growth of African-Caribbean culture. In the past 15 years, the number of African families moving into the Shoreditch's main streets reflects this cultural picture.</p> <p>It is important to us to ensure that our activities also reflect this mix, which includes difference faiths as well as ethnicities. We know that, to engage people in Shoreditch in anything, but especially intercultural, the most important thing is trust. We also know that working intergenerationally is a great strength, because a huge amount of caring is done (by the young of the old, by the old of the young, by teenagers of younger siblings). So, activities need to be able to encompass these demands. Quality (both in the artists working with the residents and in end product) is also critical, so that the achievement itself and the public attention it then deservedly attracts are also part of the process of bonding communities.</p>				
<i>Specific objectives and target group(s)</i>	<p>The main objective of the project was to:</p> <ul style="list-style-type: none"> • Bring different cultures in the community together through intercultural dialogue • Reduce racial tensions and fear, • Improve the lives of residents in Shoreditch 				
<i>Budget</i>	<p>Our various activities that have a primary focus on interculturality and intergenerality - and can be very specifically identified as such - amount to approximately £80.000. On top of that there are the hidden costs of salaries and overheads of those Shoreditch Trust staff who may help (e.g. the Research & Evaluation Manager, the Festival staff, the in-kind value of using our own restaurant for meetings and food) that are not directly charged back to the programme. On the other hand, any positive results achieved in bringing the different cultures in the community together, of reducing racial tensions and fear, would be considered core to our remit of improving the lives of residents of Shoreditch.</p> <p>It is also difficult to estimate the value of support (financial and in-kind) from our partners, who range from local churches, halls, schools, shops, arts organisations, voluntary sector organisations and businesses.</p>				

<p><i>Main project activities</i></p>	<p>We began with a project called Memory Boxes, on one estate, which consisted of older people working with young people (in pairs, and each half of the pair from a different cultural background) to create a scene in an old munitions box from the past in the life of the older person in the pair. The final exhibition - once on the estate and once in a professional art gallery - was so popular, so much loved and considered to be so useful in demonstrating the community "as one" that the leaders on the estate worked for a year to raise the funds to make a special room in their community buildings a permanent "home" for it.</p> <p>We produced an Africa Day in 2005 by, for and with African residents in Shoreditch; and similarly, in 2006, an Anatolian day. Both involved around 35 residents in creating/delivering the event and each attracted around 4,000 attendees.</p> <p>Since 2007, we have been also addressing the more subtle variance in responses to "feeling part of the community" within the MORI 2006 household survey based upon respondents ethnicity, with 67% of black respondents answering either "a great deal/a fair amount" compared to just 39% of white respondents. Reviewing this data by age, the sample size of the community "a great deal or a fair amount" who are over the age of 65 drops to just 34%.</p> <p>And so we added a specific emphasis on older white people, working on projects with 15- and 40-year-old people from BME backgrounds. This year, our programme finally matured and - we believe - will demonstrate the effectiveness of our approach. We committed more than £100,000 and produced a programme which includes sewing and quilting workshops; "Shoreditch International Village" free, outdoors, accessible and representing Polish, English, African, Anatolian, African Caribbean, Vietnamese communities; "Growing Gardens" - an allotment project on an estate; work with the English National Ballet; Afro Reggae; and four projects built around a 1948-themed street party ("make do and mend", toy making, BBC Radio and an African-Caribbean Dance Hall).</p>
<p><i>Relations with other initiatives at national level or with other partners</i></p>	<p>N/A</p>
<p><i>Outcomes</i></p>	<p>The post-project focus group work has recorded pride in achievement, lasting friendships, desire to work together again, and greater tolerance of each other's backgrounds (especially in relation to the food of different cultures, which is a major issue).</p> <p>While the formal evaluation process is not yet complete, the post-project focus group work has recorded pride in achievement, lasting friendships, desire to work together again, greater tolerance of each other's backgrounds (especially in relation to the food of different cultures, which is a major issue).</p>

	This is not a particularly articulate community with each other, as levels and forms of spoken English - the only common language - vary widely from excellent to none, from street slang to swearing from the frustration of not being able to express oneself. The means of identifying, collecting and measuring social capital (which encompasses the role language has in racial tensions) and the impact our work is having on individuals are all part of our evaluation work in progress.
<i>Scope For Replication</i>	
<i>Internal/External evaluation</i>	We are currently undertaking a major evaluation on the impact of this, and there is a MORI survey currently being undertaken.
<i>Contact details</i>	Shoreditch Trust (charity): Justin O'Shaughnessy, justin@shoreditchtrust.org.uk , +34963428781

(i) **Projects promoting language training**

Project title	Country	Organiser/initiator	Start	Finish	Type of project
26. Förderung des Zweitspracherwerbs Deutsch im Kindergarten (Promotion of second language acquisition in German kindergarten)	Austria	Land Niederösterreich (Lower Austria)	1992	Ongoing	Education
<i>Introduction and context</i>	The programme has been introduced in Lower Austria in 1992. The total number of Kindergarten is 1.073, which are located in villages distributed around 26 administrative districts. However, not all Kindergarten are provided with intercultural educators.				
<i>Policy challenges</i>	The challenge is to begin the language development of children with immigrant backgrounds as early as possible in order to increase educational opportunities along with social integration.				
<i>Specific objectives and target group(s)</i>	The target group is children with a migration background aged between 2.5 and 6 (pre-school and Kindergarten). The project aims to improve these children's German language skills				
<i>Budget</i>	The project is funded by the regional state budget. The cost for 80 educators is covered by the budget, which is about 160 000 €/year.				
<i>Main project activities</i>	<p>The special education system involves ensuring children with a migration background begin (German) language development as early as possible in order to enhance their opportunities for education and their social and professional integration. This is achieved through totally free visits to the region's kindergartens along with the use of intercultural educators. The intercultural educators (current number 80) have received special training (3 years course). This service is available for all children and their families with an immigrant background in Lower Austria. The intercultural educators are employed in addition to normal staff.</p> <p>Intercultural educators are sent to a particular Kindergarten at the request of the director of the Kindergarten's board. In general this is organised at the beginning of each Kindergarten year. However there is also enough flexibility to rearrange if necessary during the year. One intercultural educator works at the same time for several Kindergarten. Mostly the educator spends 1 week in one Kindergarten, then goes on to the next.</p>				
<i>Relations with other initiatives at national level or with other partners</i>	The project is part of a national action plan.				

<i>Outcomes</i>	Indicators have not yet been introduced to measure outcomes. However the children are described and observed by teachers in the Kindergarten.
<i>Scope For Replication</i>	This project shows how to organise and provide a special education system in rural areas for children and their parents with specific needs, without segregating them from children without a migration background.
<i>Internal/External evaluation</i>	-
<i>Contact details</i>	Mr ChristophPlanitzer, christoph.planitzer@noel.gv.at , +432742900515411

Project title	Country	Organiser/initiator	Start	Finish	Type of project
27. From kindergarten to high school: Pilot project to promote the language skills of children and their parents with a non-German native language in two selected communities	Austria	Land Niederösterreich (Lower Austria)	2011	Ongoing	Education
<i>Introduction and context</i>	The project aims to reduce the barriers to educational opportunities available to immigrant children by promoting their German language skills. A key part of this involves integrating the approaches of the various educational institutions.				
<i>Policy challenges</i>	There are different institutions responsible for elementary (Kindergarten, age 3-6) and primary (Volksschule, age 6-10) education. The objective of the project is to bring all players together over a longer period of time (3 years), to identify gaps and try to find improvements in their language programs.				
<i>Specific objectives and target group(s)</i>	The project targets children with a non-German native language, and attempts to improve the German language skills of these children and their parents.				
<i>Budget</i>	This is an EIF funded project, co-funded by Federal State and Lower Austria				
<i>Main project activities</i>	<p>The project involves helping children who are non-German native speakers in the transition from Kindergarten to primary school by strengthening collaboration between Kindergartens, schools, municipalities and parents.</p> <p>The second aspect of the project involves the encouragement of parents to support and guide their children in their language acquisition and cultural skills by providing them with the necessary information about the educational tools already available at Kindergarten. Courses and projects are provided for parents to improve their own German language skills.</p> <p>The project team (a leader and 2 experts) has been supported by a steering committee composed of representatives from general administration, the school administrations, the kindergarten administrations and the project team.</p>				
<i>Relations with other initiatives at national level or with other partners</i>	The project is part of a national action plan.				

<i>Outcomes</i>	<p>150 children and their parents from 8 Kindergarten and 3 primary schools in 2 municipalities, as well as teachers at the primary schools and Kindergartens have participated in the project.</p> <p>The project should help young children with a migration background who struggle at school, whether due to limited facility with the German language or the failure of the parents and the teachers at Kindergarten and primary schools to manage a multicultural situation.</p>
<i>Scope For Replication</i>	Other LRAs can learn from this experience about the importance of building up cooperation between different administrative institutions to find solutions.
<i>Internal/External evaluation</i>	-
<i>Contact details</i>	Mr ChristophPlanitzer, christoph.planitzer@noel.gv.at , +432742900515411

Project title	Country	Organiser/initiator	Start	Finish	Type of project
28. SELMA (Regional Multicultural Information Centre)	Finland	Helsinki Metropolitan Area (City of Helsinki and municipalities of Espoo, Vantaa and Kauninainen)	2003	On-going	Cultural integration/ language training
<i>Introduction and context</i>	The main aim of the project was initially to develop a series of networks providing support for professionals dealing with immigration work on multiculturalism. Subsequently it has focused on identifying and developing a network of language training providers for third-country nationals.				
<i>Policy challenges</i>	Helsinki suburbs have become increasingly multicultural over the past ten years. This development also comes with a number of challenges critical to ensuring a successful integration of the newly arrived third-country nationals. It is also important to ensure that the host population and labour market are ready to welcome and integrate third-country nationals with different cultural backgrounds in their midst.				
<i>Specific objectives and target group(s)</i>	<p>During the period up to 2008 the project aimed to support professionals in multiculturalism who deal with immigration work. The forum gathered information and captured it on a website, and helped to build thematic networks to facilitate regional discussion about multicultural issues.</p> <p>The target group was the personnel of social, educational and other relevant offices and NGO workers who serve the immigrant population. The educational network includes about 40 schools.</p> <p>After 2008 SELMA became part of the City of Helsinki's Cultural Office and the aims and target groups have changed. The focus now is primarily on the website as a source of information about Finnish language courses for third-country nationals. These are primarily Russians, but also Kurds, Chinese, Somali, Arab and Persian speakers (asylum seekers and refugees).</p>				
<i>Budget</i>	Until 2008 this was an ESF funded project, with an annual budget of some €65,000. At present there is still ESF funding at about €100,000 per year but there is additional funding of about €500,000 from the Helsinki city and the municipalities of Espoo, Vantaa and Kauninainen.				
<i>Main project activities</i>	<p>The SELMA project has consisted of four phases: 2003-2006 – the project was started in the metropolitan area of Helsinki, Espoo, Vantaa, Kauninainen, Järvenpää, Kerava and Tuusula) as a collaborative initiative. During 2005-2006, the project was able to ensure continued operation through regional cooperation in the area of multi-disciplinary multiculturalism and immigration. In 2005 the immigrant youth education service started. Activities were undertaken Helsinki, Espoo, Vantaa and Kauninainen.</p> <p>During 2007-2008 SELMA obtained Ministry of Labour funding. SELMA continued to gather and capture information on the website working with networks of immigrant education and training providers, also for young people. Activities of the initial projects (up to 2008) consists in: gathering information needed in multicultural guidance and counselling; building up thematic networks of professionals in the field of Finnish language education,</p>				

	<p>education and services for youth and young adults with immigrant background; providing services for elderly third-country nationals, mental health, illiteracy, etc.); collecting information on Finnish language courses; gathering information on third-country nationals' training courses or vocational education and group activities (peer groups) for immigrant nationals; informing on related issues (complementary education for personnel, publications, activities, available funding, etc.); publishing this information on SELMA's website.</p> <p>Since 2008 the activities have been focused on the provision of Finnish language teaching and on organising 20 language teaching providers in the regions of Finland, as well as on developing course categories and ensuring comparability of courses, based on the standard EU language norm (CEFR). The key driver has been the lack of information about Finnish language courses. Targets are reached by advertising through networks, campaigns in public transport systems, and special paid advertising.</p>
<i>Relations with other initiatives at national level or with other partners</i>	-
<i>Outcomes</i>	An important learning experience was that at the end of the 2008 project, it was decided that it was better to move away from a relatively unstructured network environment to an activity focused on a specific highly identified need: that of provision of language training in several regions and based on a comparable standard of achievement.
<i>Scope For Replication</i>	Certainly this model of provision can be replicated and has already been replicated elsewhere as far as language teaching is concerned.
<i>Internal/ external evaluation</i>	The decision to focus on language training was based on an external evaluation in 2008. Currently main evaluation is through monitoring of website statistics.
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Project title	Country	Organiser/initiator	Start	Finish	Type of project
29. VERTAISKOTO	Finland	Cities of Helsinki, Espoo; Finnish Refugee Council	2009	2012	Cultural integration
<i>Introduction and context</i>	Some third-country nationals are refugees who have arrived from their country of origin without their families. This programme aims at helping those whose families are to follow so that they can support the family once the family members are reunited.				
<i>Policy challenges</i>	Newly arrived refugees who come on their own are at higher risk of social exclusion. It is important to ensure that they are well integrated in Finnish society socially and economically so that they can care for their family members at a later stage in the context of reunifications.				
<i>Specific objectives and target group(s)</i>	The project provided peer support as well as courses for third-country nationals, aiming specifically at newly arrived refugees and third-country nationals in Finland. The project targets refugees/third-country nationals within the national integration programme, who have lived in Finland for less than three years and have difficulties in reading and writing their mother language, especially clients of the immigration unit in Finnish Capital Region, and have applied or are applying for family reunification, so that she/he would be ready to support family members arriving later in Finland in everyday life and the integration process.				
<i>Budget</i>	The budget was just over €100,000 per year. It was financed by The European Refugee Fund, the social services of the city of Helsinki and the social and health care services of the city of Espoo.				
<i>Main project activities</i>	<p>The project develops a new model for integration training in cooperation with NGOs and municipalities. It is based on providing support to third-country nationals in their mother tongue (e.g. Somali, Kurdish and Arabic), especially at the beginning of the integration process.</p> <p>The integration training model combines educational courses and peer support groups. The educational course deals with practices of Finnish society. Topics include social services and healthcare, the educational system, working life, integration and living are addressed during 10 sessions. The peer support groups help facilitate the training process by enabling the participants to discuss the topics addressed in the educational course confidentially, in their mother tongue and with the support of a trained group leader.</p> <p>Where Finnish-speakers are used simultaneous translation is provided.</p> <p>While this project has ended, the method still being implemented by the cities of Helsinki and Espoo.</p> <p>A significant effort is still required to market the programme (e.g. to employers).</p>				
<i>Relations with other initiatives at national level and with other partners</i>	-				

<i>Outcomes</i>	An assessment is carried out annually, which is available in Finnish. It has so far been positive. Between 2009 and 2010, eight integration training courses were held in Somali, Kurds (Sorani) and Arabic; the total number of the participants was 228; 20 group leaders of the peer support groups, who are members of immigrant organisations, were trained in the project; and one series of video materials was made in eight languages (the video gives information about topics related to living and housing).
<i>Scope For Replication</i>	The method is considered highly successful and innovative - a company has now been created to market it and so that other municipalities can use it.
<i>Internal/ External evaluation</i>	An evaluation was carried out in 2011 which asked those who had been on the programme two years previously about their experience. The overall response was that respondents felt more integrated, knew better how services work, etc.
<i>Contact details</i>	PiaLindfors, pia.lindfors@pakolaisapu.fi Head of Domestic Programme, The Finnish Refugee Council, Kaikukatu 3, 4. Krs 00530 Helsinki Finland +358 40 564 3251 www.pakolaisapu.fi

Project title	Country	Organiser/initiator	Start	Finish	Type of project
30. Certifica il tuo italiano. La lingua per l'inclusione sociale, il lavoro e la cittadinanza (CertifyourItalian. The language of social inclusion, work and citizenship)	Italy	Regional Government, Lombardy; but the ministry of Labour, as well as 14 regional networks, third sector organisations and schools are involved.	2006	On-going	Cultural integration/ language training
<i>Introduction and context</i>	Upon arrival in Italy, the vast majority of third-country nationals do not speak Italian, and some are illiterate in their mother tongue as well.				
<i>Policy challenges</i>	How to integrate these third-country nationals into Italian society from a social and professional perspective?				
<i>Specific objectives and target group(s)</i>	The project targets newly-arrived migrant workers, but also works with those already present in Italy, particularly those at a linguistic or social disadvantage, and promotes the learning of the Italian language and culture in order to make them autonomous and functional and to minimise the risk of their social exclusion and being unable to access public services. The project aims to develop basic communication skills for functional adult life. It promotes awareness and acquisition of Italian L2 language certificates.				
<i>Budget</i>	On average each "edition" of the programme has a budget of about €600,000, for each 18-month period that it runs. Currently the 6th "edition" is under way. Funding is from the Ministry of Labour, Health and Social Politics and the Lombardy Regional Authority, and has to be renewed for each "edition".				
<i>Main project activities</i>	<p>Free Italian language courses are offered, as well as training for work and citizenship, supporting the work of provincial and local networks. Importantly, certification is provided to EU standards. Examinations are free. The training is delivered throughout Lombardy. It has built on relationships as well synergies with the 3rd sector to be closer to the targeted individuals and their needs. Training also makes problems emerge: third-country nationals are poorly educated; some being analphabetic in their mother tongue as well.</p> <p>The programme works with both EU 27 and third-country nationals, for example from Morocco, the Ukraine, Pakistan, Egypt, India, Senegal, China, Bangladesh and Peru. The majority of course participants tend to be female.</p> <p>Training is mostly class-based, but there is also an on-line platform for virtual training.</p> <p>The target audience is reached by informative campaigns, through brochures and web sites. Information is translated in the 10 or so main languages, and delivered by specialised language teachers. Training takes place as much as possible in homogenous language groups which makes it easier.</p>				

	There has also been the development of programmes for Italian teachers of Italian as a foreign language and the development and support of a network of providers of such training.
<i>Relations with other initiatives at national level or with other partners</i>	-
<i>Outcomes</i>	The programme was developed on the basis of needs identified by the Region of Lombardy's Observatory for integration and multi-ethnicity. On average some 4,000 have participated in each programme of which about 70% succeed. Other outcomes have included a book, published in 2008, about the monitoring of the 1st year courses – <i>CertificaituoItaliano. La lingua per conoscere e farsi conoscere. Unasperimentazione della Regione Lombardia</i> , by Demarchi C., Papa N., Osservatorio Regionale per l'integrazione e la multiethnicità; and in 2010, on the occasion of the X anniversary of ORIM – <i>Certificaituo italiano: per un modello regionale: intervento</i> , by C. Demarchi e F. Locatelli, Osservatorio Regionale per l'integrazione e la multiethnicità.
<i>Scope For Replication</i>	This project can be and has already been replicated: the provision of language courses to third-country nationals is common throughout Europe.
<i>Internal/External evaluation</i>	In practice is hard to evaluate results as it is very hard to maintain contact with people who have participated in the courses. But some have gone on to study Italian at a higher level and have reported improved interpersonal relationships and conditions. Results are published in the Observatory's annual reports. Tools for monitoring and evaluation have included: a database (quantitative data about the courses: number of participants, personal data, duration, level, number of participants entered for the exam, results); internal monitoring of the networks by the Piloting Committee; and, questionnaires for all the stakeholders involved focused on the networks functioning
<i>Contact details</i>	Lombardy Region: Roberto Albonetti, roberto_albonetti@regione.lombardia.it , +39267652189

Project title	Country	Organiser/initiator	Start	Finish	Type of project
31. Training and Certification Linguistics Programme for Immigrant Workers, LETRA	Spain	Madrid region (LRA) and Nebrija University	2008	Continuing	Language training
<i>Introduction and context</i>	<p>The ‘Programa de Formación y Certificación Lingüística LETRA’ (Training and Certification Linguistics Programme) is promoted by the Ministry of Social Affairs of the Madrid Regional Government in collaboration with the University of Nebrija. This programme is the result of work done for three years by the Research Group in Applied Linguistics to the Teaching of Spanish from the University of Nebrija. The researchers designed a certification exam of communicative language proficiency in Spanish for immigrant workers, meeting the requirements of the Common European Framework for learning, teaching and assessment of languages, of the Council of Europe.</p> <p>The programme aimed to implement a certification of communicative language proficiency in Spanish to ensure a certain communicative autonomy on the market labour context for adult third-country nationals who want to learn Spanish, contributing to the integration of adult third-country nationals.</p>				
<i>Policy challenges</i>	<p>This project is a response to demographic fact that the presence of third-country nationals in the Madrid region has increased in recent years, becoming more relevant every day in all areas of society, with special emphasis on the labour market. Although in Spain there were other programmes to demonstrate the knowledge of Spanish at different levels, lacked a certificate designed especially for the profile of the foreign population residing in the region (most from Africa, Asia, Europe and America).</p> <p>Through this training and certification programme is tried to provide a tool that is helpful to the workers and the host community, in particular for large companies, SMEs and public administrations of Madrid region.</p>				
<i>Specific objectives and target group(s)</i>	<p>The specific objectives of the project directed to the third-country nationals that live in Madrid region are:</p> <ul style="list-style-type: none"> • To provide a specific curriculum that meets the real communication needs of this group of third-country nationals. • To provide immigrant workers whose mother tongue is not Spanish, the practical help they need to understand and to be understood. • Evaluate and certify the initial proficiency communicative level in Spanish of the foreign worker population that need it and demand it. • To provide a tool that is helpful to the third-country nationals themselves and the population of origin, facilitating the process of acculturation. 				

<i>Budget</i>	The total budget for the 4 years (from 2008 to 2011) that included the preliminary investigation and preparation of the Programme was €240,000 that was provided by the Madrid region.
<i>Main project activities</i>	<p>The project was developed in phases before concluding in the Diploma of Spanish language for third-country nationals. These phases included 1) the preliminary analysis that examined the level of social integration, the basic communication needs in the administrative and labour contexts, the characteristics of the target group and the level of proficiency in Spanish of those people; 2) the design and development of exam specifications; 3) design and implementation of the training of the evaluators.</p> <p>The Training and Certification Linguistics Programme includes examination and the ‘LETRA’ (LETTER) Diploma (Diploma of Spanish Language for Third-country nationals).</p> <p>The test is done in written and oral forms to evaluate third-country nationals in reading comprehension, visual comprehension, writing and personal interview. The new locals who passed the exam get the Diploma certifying the basic knowledge of the Spanish language.</p> <p>Regarding the preparation for the exam and acquire the certificate, the Madrid region develops Spanish courses at the ‘Centros de Participación Integración de Inmigrantes –CEPI’ (Centre of Participation and Integration of Third-country nationals), ‘Centros de Atención Social de Inmigrantes –CASI’ (Social Care Centres for Third-country nationals), adult education centres, associations and city councils.</p> <p>So far there have been two calls (the first one in November 2010 and the second in November 2011). It is planned to continue and publish a new call for this year but it is not confirmed yet due to some problems of funding.</p>
<i>Relations with other initiatives at national level or with other partners</i>	‘LETTER’ Programme has been funded by the Department of Immigration and Cooperation of the Madrid region, Antonio de Nebrija Foundation, with the close collaboration of the University of Nebrija, as well as network-CM INMIGRA2007 program of R+D, with the project ‘linguistic study multidisciplinary on third-country nationals in the Madrid region’, funded by the Ministry of Education of the Madrid region.
<i>Outcomes</i>	In the first call there were almost 300 participants, of which 257 passed the exam, representing the 85%. Participants came from 45 countries, with majority of third-country nationals from Morocco, Nigeria, Egypt, Portugal, Ukraine, Bulgaria, Romania, China, India and Brazil. Last call the participants were 300 people of which 255 passed. In this second call, immigrant workers came from 48 countries, most coming from Romania, Ukraine and Morocco.
<i>Scope For Replication</i>	This is a very positive experience that demonstrates how it is possible to make a certification that meets the European requirements and quality standards. The exam is a clear example that meets the quality standards from EALTA. It is a clear example of an effective transfer of research results to society. It is also a good practice example of how the efforts of research groups and working with institutions that work with third-country nationals can contribute to their integration.

	A key successful aspect of the project was the funding and hard work of the people involved. Also, the good coordination between all the evaluators that participated that must also be trained up to date. The last is crucial because the evaluations are subjective and are evaluated by two people and both evaluations must match.
<i>Internal/External evaluation</i>	The examination for the Diploma was evaluated during the 14 training workshops aimed at 383 professionals coming from the social affairs departments of the municipalities, the CEPI' (Centre of Participation and Integration of Third-country nationals) and 'CASI' (Social Care Centres for Third-country nationals). More than half of participants valued the examination as highly positive.
<i>Contact details</i>	Dra. Marta Baralo, Director of the Training and Certification Linguistics Program for Immigrant Workers, LETTER, University of Nebrija, Madrid region, smartinl@nebrija.es , +34 91 452 11 01

Project title	Country	Organiser/initiator	Start	Finish	Type of project
32. Women's World	UK	Craigavon Intercultural Programme (CIP)	2011	2012	Project to promote social integration
<i>Introduction and context</i>	Women's World is a multicultural support group that provides a comprehensive programme for women and their families from a diverse range of ethnic backgrounds in a welcoming and supportive environment. Newcomers to the area are offered mutual support, the opportunity to engage with other cultures, share expertise and experiences and learn more about the local area and region				
<i>Policy challenges</i>	Immigrant women from certain cultures often find themselves isolated in the home and, in such cases, have very little contact with members of the host society. It is important to reach out to them as they tend to be at a high risk of social exclusion.				
<i>Specific objectives and target group(s)</i>	<p>The project aims to provide an atmosphere where women are able to learn informally and formally at their own pace, builds on their knowledge and experiences and offers them greater confidence in enhancing their skills.</p> <p>The projects aims to:</p> <ul style="list-style-type: none"> • offer culturally appropriate support, information and a referral service for women and their families in partnership with statutory organisations. • develop an informal support network for women from different cultures. • provide outreach work in the community, offering advice and case work with practical support. • promote skills development, educational pursuits and gainful employment. • promote health and wellbeing. • facilitate the integration of women through engagement with local women's groups. • establish a befriending scheme for individual women and families in need. • develop and support cultural and social activities for women and their families. 				
<i>Budget</i>	N/A				
<i>Main project activities</i>	<ul style="list-style-type: none"> • The main activities carried out by the project included personal development courses, training, information sessions, aerobics, craftwork, cookery, English lessons and other integration related exercises. 				
<i>Relations with other initiatives at national level or with other partners</i>	-				
<i>Outcomes</i>	<p>The project had a number of outcomes, namely:</p> <ul style="list-style-type: none"> • It supported migrant woman from different cultural backgrounds, language s and abilities. • It built on the culture and heritage of all participants and helped them to help themselves, their family and 				

	<p>their communities.</p> <ul style="list-style-type: none"> • It provided opportunities for personal growth and social economic development through lifelong learning. • It took a holistic approach to addressing women's, physical, emotional, mental, social and spiritual needs. This holistic vision enhanced their self-esteem and promoted their personal empowerment.
<i>Scope For Replication</i>	The project provides a good example of how project beneficiaries can participate in group activities, field trips, the sharing of experiences and the building of new friendships.
<i>Internal/External evaluation</i>	N/A
<i>Contact details</i>	Oasis youth and Family Learning Centre: Hetty Smith, Family Support Worker, info@craigavonintercultural.org

(i) Projects aiming to adapt public services to multiculturalism

Project title	Country	Organiser/initiator	Start	Finish	Type of project
33. Integration services of the Lower Austrian State Academy	Austria	Land Niederösterreich (Lower Austria)	2008	Ongoing	Social integration
<i>Introduction and context</i>	Integration and diversity policy was formally initiated in Lower Austria in 2007 by launching an integration conference and adopting a statement on the future direction of integration policy. One of the outcomes of this process was the creation of an integration service centre.				
<i>Policy challenges</i>	The challenge is to provide advice and funding for a diverse range of integration projects in varying situations.				
<i>Specific objectives and target group(s)</i>	The target group of the integration services is third-country nationals in general.				
<i>Budget</i>	The service receives regional funding of 0.25 million euros per year				
<i>Main project activities</i>	<p>The service's main task is to advise and aid the networking of nationals, NGOs, politicians, administrators and local communities. Advice is given to groups developing integration measures on such topics as project management, the organisation and implementation of training programmes, event organisation, and cooperation and networking with other mediators and mediation facilitators.</p> <p>The service also provides funding for individual projects and conducts evaluations of integration measures. The integration service, in cooperation with the Regional administration, has a cross-Departmental mandate to develop, lead and co-ordinate integration policy across other Government Departments, agencies and services. It has seven employees, some of whom work part time.</p>				
<i>Relations with other initiatives at national level or with other partners</i>	This is a regional project and is not coordinated with national initiatives.				
<i>Outcomes</i>	In the four years from 2008 to 2011, the service has consulted on and provided funding for 110 projects.				
<i>Scope For Replication</i>	The project provides a good model for LRAs seeking to develop a targeted integration service.				
<i>Internal/External evaluation</i>	-				
<i>Contact details</i>	Mr Christoph Planitzer, christoph.planitzer@noel.gv.at , +432742900515411				

Project title	Country	Organiser/initiator	Start	Finish	Type of project
34. Intercultural training and deployment of staff in 40 Lower Austria (Lower) Primary schools	Austria	Land Niederösterreich (Lower Austria)	2009	2011	Training
<i>Introduction and context</i>	<p>The project involves training third-country nationals as “intercultural employees” to work in schools. The project specifically sought people from poorly educated immigrant groups for their suitability as role models for children from these groups. In this way, role models are provided for immigrant children while employment is provided for adult third-country nationals.</p> <p>The first project started in 2009 and ended 2011. The second project began in 2011.</p>				
<i>Policy challenges</i>	<p>Migration has meant that classes are becoming more heterogeneous in certain communities / regions and thus teaching is becoming more challenging with many children failing to acquire important basic skills. Adult third-country nationals from third countries are often unable to practice their profession due to the lack of recognition of their qualifications and their imperfect knowledge of German.</p>				
<i>Specific objectives and target group(s)</i>	<p>The project’s target group is children and adults with migration backgrounds.</p> <p>The principle objective of the project is to provide on-going education for staff (i.e. intercultural employees) in order to optimise their capability and adaptability when working with children with a migrant background in primary schools. The objective is to narrow the gap between migrant families and Austrian primary schools. The project seeks to build bridges for collaboration between teachers, municipalities and parents with a migration background and establish mutual goals for the education of children with a migrant background.</p>				
<i>Budget</i>	<p>The project had a total budget of £270 000 (to last over 2 years)</p> <p>The project was funded by the ESF, Lower Austria and the municipalities.</p>				
<i>Main project activities</i>	<p>The project involves the training of people with a migrant background as intercultural employees (IKM). The training lasts 4 semesters (2 years). The course has a certification and is organised within the Lower Austrian college for teachers (Pädagogische Hochschule). During the courses practical training takes place in schools with high proportions of children with a migrant background.</p> <p>The IKMs are supported by workshops and experts who share their practical experiences. The project specifically sought people from poorly educated immigrant groups in order to provide role models for children from these groups. This is done with the ultimate intention of increasing the educational opportunities and learning achievements of children from immigrant backgrounds through affirmative action. At the end of the training programme, the school administration employs the IKM.</p>				
<i>Relations with other</i>	<p>The project is part of a national action plan.</p>				

<i>initiatives at national level or with other partners</i>	
<i>Outcomes</i>	The project is run across 26 primary schools in 14 municipalities and affects around 500 children in total. The main impacts of the project are the additional qualifications and employment provided to adults with a migrant background, as well as the positive role models made visible for children from similar backgrounds.
<i>Scope For Replication</i>	Other LRAs can learn from the importance of building cooperation between teachers, parents, children and municipalities.
<i>Internal/External evaluation</i>	-
<i>Contact details</i>	Mr ChristophPlanitzer, christoph.planitzer@noel.gv.at , +432742900515411

Project title	Country	Organiser/initiator	Start	Finish	Type of project
35. ALMA-hanke (Alueellinenmaahanmuut tajaasiakastyönkehittämi shanke)	Finland	City of Tampere	2009	2013	Training public sector staff on how to deal with immigration issues.
<i>Introduction and context</i>	The main aim is to facilitate the initial reception of third-country nationals by the municipality by training of the professionals and officers on how to deal with immigration issues.				
<i>Policy challenges</i>	Finland has experienced increased immigration over the past ten years. With this comes the challenge of ensuring that public service workers are able to respond to their information needs.				
<i>Specific objectives and target group(s)</i>	The project came out of a large project by a Think Tank on Social Affairs that identified a need for it. The ultimate target group is third-country nationals both from within and from outside the EU. Most are from Russia, but many also come from countries such as Spain, France and Romania. There are also refugees. Languages spoken include Kurdish, Thai, Persian, Arabic and Chinese. It has been used mainly by younger third-country nationals who prefer to congregate in the larger cities.				
<i>Budget</i>	The program has received total funding of €984 000 euros for this period.				
<i>Main project activities</i>	The project aims to facilitate the initial reception of third-country nationals by the municipality. The municipality provides a wide range of guidance and services (to do with general aspects of living in Finland, e.g. applying for a driving licence), including counselling, in the mother tongue of third-country nationals, through a “help desk”.				
<i>Relations with other initiatives at national level or with other partners</i>	-				
<i>Outcomes and</i>	The project has been considered of sufficient value by the municipality for it to continue without ESF funding, just using Finnish taxpayers’ money, because it has been of service to both Finnish workers and the third-country nationals in question.				
<i>Scope For Replication</i>	The project can be replicated in other LRAs. The training of public services at local level proves to be very effective.				
<i>Internal/ External evaluation</i>	An external evaluation has been carried out				
<i>Contact details</i>	The City of Tampere MarjaNyrhinen, Immigrant Labour Coordinator, marja.nyrhinen@tampere.fi , +358405727932				

Project title	Country	Organiser/initiator	Start	Finish	Type of project
36. LandesprogrammModell regionen Integration	Germany	State of Hesse	2009	2013	Social Integration
<i>Introduction and context</i>	The State of Hesse decided to trial a new local integration policy.				
<i>Policy challenges</i>	The challenge was to test whether a new integration policy would be appropriate for use on a wider scale, and to evaluate its effectiveness in model regions.				
<i>Specific objectives and target group(s)</i>	The aim of the project was to develop a “state of the art” local integration policy in six large model regions, followed by an expansion of the successful concepts to the entire state of Hesse. The target group is third-country nationals in general.				
<i>Budget</i>	The program has a total budget of 8 million euros. This is funded by the State of Hesse itself, with the regions within Hesse that are taking part in the program also contributing.				
<i>Main project activities</i>	The program was initially trialled and developed in 5 cities and 2 regions of Hesse, covering 20% of the population. A condition of a city/region being picked as a trial city/region was that the mayor of the city must own the topic of integration and make it a part of his own program. Another condition was that the city/region began monitoring integration indicators and collecting the data associated with this. The state then provides the funding for a full time assistant to the mayor to work exclusively on the integration program. Across the state therefore, funds were provided for seven assistants. Funding was also provided for the specific integration projects that the city/region decided to focus on and carry out. As part of the program, a research institute, the European Forum of Migration Studies, was also funded. The plan is now to roll out the program across the whole of Hesse starting from 2014.				
<i>Relations with other initiatives at national level or with other partners</i>	The project has been independently pursued by the State of Hesse, and is not coordinated with other national projects.				
<i>Outcomes</i>	One of the main impacts has been the success of the program of building networks of institutions working towards integration goals. Project workers report that local institutions have taken integration on as their own mission. In addition, a new co-operative relationship between the State of Hesse and its regions has been formed, with the state providing advice and, for example, speakers on the subject of integration, for its regions. The European Forum of Migration Studies is due to deliver a report on the effectiveness of the regional projects funded by the program in early 2013.				
<i>Scope For Replication</i>	Lessons for other LRAs include the importance of defining the program as a challenge for those at the top. The mayors (or equivalent) must own the integration program as their own main task. This provides the opportunity to				

	build an effective network. However it is also extremely important that people assist in managing this network.
<i>Internal/External evaluation</i>	An evaluation will be published in 2013
<i>Contact details</i>	Dr. Walter Kindermann, walter.kindermann@hmdj.hessen.de , +49611322010

Project title	Country	Organiser/initiator	Start	Finish	Type of project
37. 'Learning to Advise'	UK	Stoke-on-Trent Citizens Advice Bureau	2007	On-going	Project to promote Social integration
<i>Introduction and context</i>	<p>With almost as many volunteers as paid staff working at Stoke CAB the bureau depends on well trained volunteers. CAB is eager to ensure that diverse groups are represented in the bureau not only to underline its commitment to equal opportunities but also to encourage clients from minority groups to use the service. We believed that the recruitment of asylum seekers and refugees would build confidence among that group of users and that bilingual advisers would help to reduce pressure on interpreters and improve service.</p>				
<i>Policy challenges</i>	<p>Asylum seekers have been dispersed to Stoke on Trent since 1999. As there was no dedicated support agency for asylum seekers/refugees in the city, Stoke on Trent Citizens Advice Bureau undertook this role.</p> <p>With almost as many volunteers as paid staff working at Stoke CAB the bureau depends on well trained volunteers. CAB is eager to ensure that diverse groups are represented in the bureau not only to underline its commitment to equal opportunities but also to encourage clients from minority groups to use the service. We believed that the recruitment of asylum seekers and refugees would build confidence among that group of users and that bilingual advisers would help to reduce pressure on interpreters and improve service. However, it became obvious that people struggled to complete the three months adviser's training course and preferred to volunteer as interpreters. We realised that newly arrived people were not fulfilling their potential and that given the right support they could be enabled to participate in all aspects of volunteer activities.</p>				
<i>Specific objectives and target group(s)</i>	<p>Aims of the project include: challenging stereotypes constructively and breaking down barriers between asylum seekers/refugees and the host community by providing an environment in which diverse groups of people can work together; helping asylum seekers/refugees prepare for life in the UK/ Stoke on Trent; providing interesting and purposeful opportunities for asylum seekers/refugees with good English skills who don't need ESOL classes; providing opportunities to meet with and 'give back' to their host community, as well as gain confidence and skills that are useful on the job market.</p>				
<i>Budget</i>	<p>The original project was funded for 12 months: 2004 – 2005 under the 'Purposeful Activities' funding provided by the Home Office. The project was so successful that the Home Office agreed to fund a second year. The bureau re-evaluated the project and made a commitment to continue and develop the project into the foreseeable future. The project was developed to reduce the number of access courses in a year from three to two, but to introduce the additional element of leader's training for members of the same communities. We also introduced the role of mentors, so that 'graduates' from the scheme would support new trainees providing mentors with a new experience, and providing mentees with additional assistance. The project has been funded by Stoke Local Strategic Partnership since 2006 helping to meet the Partnership's targets for community cohesion.</p>				

<p><i>Main project activities</i></p>	<p>The key element of "Learning to Advise" is a four week access course for a group of ten asylum seekers/refugees in preparation for the three month volunteer adviser's training course at CAB. The access course includes a range of introductory sessions on issues that volunteers from the host community are usually already familiar with. Particular attention is paid to the changes Stoke on Trent has undergone in the last 30 years to provide newcomers with the necessary background information to understand the local economic and social climate and the growing tensions towards foreigners among some groups in the local community. Other sessions concentrate on CAB structure and policies as well as wider questions related to British culture, history and politics. Since offering the access course an unexpectedly large number of asylum seekers and refugees have finished the training and volunteer regularly, working alongside local people and serving the local community. The participants of the project are links to the wider asylum and refugee communities. Several asylum seekers/refugees are active members in their own communities or expressed an interest to become involved in other local groups. Since September 2007 we have reduced the number of access courses and have offered Leaders Training for asylum seekers/refugees on issues that are pertinent to running and organising groups or participating in established organisations.</p>
<p><i>Relations with other initiatives at national level or with other partners</i></p>	<p>-</p>
<p><i>Outcomes</i></p>	<p>We are delighted that three of the younger volunteers have received awards for outstanding achievements: the award for North Staffordshire Young Woman of the year 2005, and Millennium Volunteer of the Year for the North West 2005 and 2006. 2 further young people from the project have joined the national forum for young volunteers, to address obstacles for young people in volunteering, again, working together closely with people from the host community. The benefits of volunteering as a way to improve community cohesion are increasingly appreciated and the project provides benefits to all communities. Individual asylum seeker/refugees participants benefit from improved language skills, understanding of local issues, cultural differences and increased confidence. Many develop friendships with local people that go beyond volunteering. Volunteering has also proved an excellent way to prepare people for paid employment. Lack of British references and ignorance of the formalities of job applications are big obstacles for refugees in the process to restructure their lives in the UK. Project participants have been supported with job applications and the Bureau frequently acts as referee; several people have moved from volunteering into paid employment.</p>
<p><i>Scope For Replication</i></p>	<p>There is a wide scope for the project to be replicated by LRAs where large communities of third-country migrants reside. By supporting mentors, the project provides a self-sustaining basis on which large numbers of migrants</p>

	<p>can gain vital knowledge and understanding of their local community. There is a strong need to integrate third-country migrants and refugees, particularly in large European cities but also in less populated regions where integration services may be lacking. Learning to advise, therefore, provides a model for integrating migrants that can be adapted to meet the needs of different communities at local and regional level in a wide range of Member States</p>
<p><i>Internal/External evaluation</i></p>	<p>Evaluation and feedback shows that even those volunteers who were not able to continue volunteering feel that they have benefited from the training in their everyday lives. With the growing support for the BNP in Stoke on Trent, we feel that a project encouraging people from different cultures to meet, work together and explore their attitudes in a safe and friendly environment is increasingly vital.</p>
<p><i>Contact details</i></p>	<p>iCoCo: Jude Hawes, Project Coordinator, jude.hawes@stoke-cab.org.uk, +44 (0)24 7679 5757</p>

Appendix B: Model Fact sheet

Project title	Country	Organiser/initiator	Start	Finish	Type of project
<i>Introduction and context</i>					
<i>Policy challenges</i>					
<i>Specific objectives and target group(s)</i>					
<i>Budget</i>					
<i>Main project activities</i>					
<i>Relations with other initiatives at national level or with other partners</i>					
<i>Outcomes</i>					
<i>Scope For Replication</i>					
<i>Internal/External evaluation</i>					
<i>Contact details</i>					

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Appendix D: Overview of other EU Networks and their Links with LRAs

Name of the network/organisation	Main aims and structure of the network/organisation	Cooperation with LRA	Ways of cooperation with LRA	Platform for cooperation with LRA
European Integration Forum	Membership of civil society organisations to discuss migrant integration issues and to discuss with the European institutions challenges and priorities	✓ Yes	Dialogue with LRAs on integration issues according to the Common Basic Principles on Integration	Fora
European Migration Network (EMN)	Inform national and EU policymaking in the fields of migration and asylum – EU Network with Secretariat held in DG HOME	✓ Yes	Through national networks set up by EMN National Contact Points	Workshops, events, newsletters
EU Networks of National Contact Points on Integration	Inform national and EU policymaking in the fields of integration – EU Network with Secretariat held in DG HOME	✓ Yes	Through national networks set up by National Contact Points	Workshops, events, newsletters

Name of the network/organisation	Main aims and structure of the network/organisation	Cooperation with LRA	Ways of cooperation with LRA	Platform for cooperation with LRA
European Asylum Support Office (EASO)	EU Agency providing guidance to MS Authorities in the field of Asylum	✓ Yes	LRAs in contact with relevant authorities represented at the EASO	Guidance, events
EUNET Integration Network	Promote actively and contribute together with partner organisations to the integration of third-country nationals in the EU	✓ Yes	Through partner networks of LRAs	Research projects, events
General Directors' Immigration Services Conference (G-DISC)	Network of Immigration Services in 11 MS	✓ Yes	Open to LRAs	Conferences, events
International Migration, Integration and Social Cohesion (IMISCOE)	Network of research institutes	✓ Yes	Annual conferences open to LRAs Open to LRAs	Conferences, events

Name of the network/organisation	Main aims and structure of the network/organisation	Cooperation with LRA	Ways of cooperation with LRA	Platform for cooperation with LRA
International Centre for Migration Policy Development (ICMPD)	Network of experts and research institutes The purpose of ICMPD is to promote innovative, comprehensive and sustainable migration policies and to function as a service exchange mechanism for governments and organisations.	✓ Yes	Open to LRAs	Conferences, events
Information and Co-ordination Network for Member States' Migration Management Services (ICONet)	Network to facilitate the rapid exchange of relevant information required by the Member States' Migration Management Services in their fight against illegal immigration	✓ Yes	Web-based information exchange involving LRAs	Information exchange

Name of the network/organisation	Main aims and structure of the network/organisation	Cooperation with LRA	Ways of cooperation with LRA	Platform for cooperation with LRA
NORFACE –New Opportunities for Research Funding Cooperation in Europe	NORFACE is a partnership between twelve research councils to increase co-operation in research and research policy in Europe.	× No	-	-
ODYSSEUS Network	Academic Network for Legal Studies on Migration and Asylum in Europe	× No	-	-
CARIM – Consortium for Applied Research on International Migration	Co-financed by the European Commission, DG AidCo, under the Thematic programme for cooperation with third countries in the areas of migration and asylum. CARIM aims to observe, analyse, and forecast migration in Southern & Eastern Mediterranean and Sub-	× No	-	-

Name of the network/organisation	Main aims and structure of the network/organisation	Cooperation with LRA	Ways of cooperation with LRA	Platform for cooperation with LRA
	Saharan Countries			
European Migration Policy Centre	Network of experts and academics acting as a think-tank for migration policy	× No	-	-

Appendix E: Survey Questionnaire

Introduction

The Committee of Regions has commissioned the Centre for Strategy and Evaluation Services (CSES) to carry out a Study on Practices of Integration of Third-Country Citizens at Local and Regional Level in the European Union. The main objective of the assignment is to collect and analyse information on projects and policies implemented by Local and Regional Authorities in EU to promote the integration of third-country migrants.

The information collected is aimed to help developing a database of policies and practices with regard to integrating third-country migrants. It is envisaged that this initiative will support the establishment of a network group of Local and Regional Authorities for Integration in cooperation with the European Commission and interested associations of local and regional authorities, as a way to feed in the EU policy-making.

If you have any questions about the content of the questionnaire, please contact **Natalia Cecot** (nececot@cses.co.uk or +44 1959 525122). If you have any questions on the procedure, please contact the Committee of the Regions secretariat (email: integration@cor.europa.eu).

Privacy Statement: The follow-up to your contribution requires that your personal data (name, contact details, etc.) be processed in a file. All the answers to the questions are voluntary. Your replies will be kept for a period of 5 years after the reception of the questionnaire. Should you require further information or wish to exercise your rights under Regulation (EC) No. 45/2001 (e.g. to access, rectify, or delete your data), please contact the data controller (Head of Unit E2) at subsidiarity@cor.europa.eu. If necessary, you can also contact the CoR Data Protection Officer (data.protection@cor.europa.eu). You have the right of recourse to the European Data Protection Supervisor at any time (www.edps.europa.eu). Please note that the questionnaire with your contribution and your contact details will be published online. Your questionnaire might be transmitted to CoR rapporteurs and other EU institutions for information. If you do not wish so, please inform us accordingly.

Contact details of the person(s) completing the questionnaire

	Type of information	Details
	Country	
	Name of local or regional authority	
	Primary contact person	
	Title/role in the organisation	
	Email address	
	Telephone number	

Part 1 – Integration policies pursued by local and regional authorities

	Question	Answer
1.1	Is your authority working with/involved in the integration of third-country citizens in your city or region?	<input type="checkbox"/> Yes <input type="checkbox"/> No If Yes – what are your authority’s main responsibilities with regard to the integration of migrants? Is there any other body involved? If No – please provide contact details for somebody who can provide information on integration of third-country nationals in your city or region. []
1.2	How many third-country migrants are there in your city or region and what percentage of the total population do they represent?	Number: Percentage: Sources: Reference year:
1.3	If available, please provide data on integration indicators you use to monitor the outcomes of integration policies in your city/region (e.g. Zaragoza indicators ⁶²):	
1.4	What are the main challenges to integration faced by third-country	Please rank the following factors by order of priority, from 1 (lower priority) to 5 (higher priority) separately for:

⁶²<http://register.consilium.europa.eu/pdf/en/10/st09/st09248.en10.pdf>

	Question	Answer
	<p>nationals in your city or region?</p> <p>You can assign the same priority to different factors</p>	<p>(i) Newly arrived migrants (less than 6 months in the host country)</p> <p>(a) Difficulty finding a job (b) Poor educational qualifications (c) Language barriers (d) Housing and community facilities (e) Difficulties accessing public services</p> <p>(f) Other (please specify) []</p> <p>(ii) Long term residents.</p> <p>(g) Difficulty finding a job (h) Poor educational qualifications (i) Language barriers (j) Housing and community facilities (k) Difficulties accessing public services</p> <p>(l) Other (please specify) []</p>
1.5	<p>What are the main challenges faced by your city or region in dealing with the integration of third-country citizens in your city or region?</p> <p>You can assign the same priority to different factors</p>	<p>Please rank the following factors by order of priority, from 1 (lower priority) to 5 (higher priority) separately for:</p> <p>(i) Newly arrived migrants (less than 6 months in the host country)</p> <p>(a) Lack of resources (b) Lack of specialist know-how (c) Not enough political support/low prioritisation (d) Lack of coordination among relevant services (e) Other - please specify []</p> <p>(ii) Long term residents.</p>

	Question	Answer
1.6	<p>What sort of measures does your city or region have in place to promote <u>legal/political integration</u> of third-country migrants?</p> <p>You can assign the same priority to different factors.</p>	<p>Please rank the following factors by order of priority, from 1 (lower priority) to 5 (higher priority).</p> <p>(a) Securing residence rights (b) Citizenship and political rights (electoral participation, representation in governing or consultative bodies, etc.) (c) Promoting civic and community activities (e.g. supporting migrants' organisations) (d) Legal and other support services (e) Awareness-raising campaigns (for local community, public services etc.) (f) Other, please specify []</p>
1.7	<p>Does your city or region organise any consultations in the framework of the general integration policy?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes – please provide examples</p>
1.8	<p>Please indicate the importance for your city or region of different ways to promote the <u>socio-economic integration</u> of third-country nationals.</p> <p>You can assign the same priority to different factors.</p>	<p>Please rank the following factors by order of priority, from 1 (lower priority) to 5 (higher priority).</p> <p>(a) Employment schemes (b) Education and training (c) Housing and health services (d) Social welfare measures (e) Other - please specify []</p>
1.9	<p>Please indicate the importance for your city or region of different ways to promote <u>cultural dimension of integration</u>.</p> <p>You can assign the same priority to different factors.</p>	<p>Please rank the following factors by order of priority, from 1 (lower priority) to 5 (higher priority).</p> <p>(a) Promoting migrants' culture (b) Language training (c) Promoting intercultural dialogue (d) Promoting the frequency of contacts with host country and country of origin (e) Other, please specify []</p>
1.10	<p>Which of the dimensions of integration do city or region's policies mostly refer to?</p>	<p>Please rank from 1 (least developed) to 4 (most developed):</p> <p>(a) Legal/political measures (see question 1.6) (b) Socio-economic measures (see question</p>

	Question	Answer
		1.8) (c) Cultural measures (see question 1.9) (d) Other, please specify[]
1.1 1	How effectively do the policies carried out in your city or region with regard to the integration of third-country nationals address the challenges you have identified above?	Please rank the effectiveness of different policies from: 1=not effectively at all to 3=very effectively indeed. (a) Legal/political measures (see question 1.6) (b) Socio-economic measures (see question 1.8) (c) Cultural measures (see question 1.9) What information is available to support your assessment? [] Please explain what would be needed to help tackle the challenges more effectively. []
1.1 2	Does your authority provide any specific training for the staff dealing with third-country migrants?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain and indicate whether the training differs for different types of staff.
1.1 3	Is your authority a member of a network with other cities or regions that works on immigration and integration?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please specify:
1.1 4	Are the migrant associations in your city/region involved in preparation of the regional/local integration programmes, strategies and policies?	If yes – please provide examples
1.1 5	How could the participation of migrants associations be increased in your city/region?	

	Question	Answer
1.1 6	What is the role of countries of origin (third countries) in the integration process? Has your city/region put in practice specific programmes with countries of origin in order to improve migrant integration?	
1.1 7	Does your city/region have specific administrative instruments (e.g. a regional observatory) for planning policies or monitoring migration issues? If yes, please provide examples.	
1.1 8	Please use this space for any other comments on integration policies in your city or region.	

**Thank you for answering the questionnaire!
Please return to Natalia Cecot (ncecot@cses.co.uk)**

Part 2 – Fact sheet on Integration Programmes and Projects in cities and regions

Please provide details of programmes and projects your authority has implemented to help promote the integration of third-country nationals. Please complete a fact sheet for each of the main programmes or projects. You may complete multiple fact sheets.

	<i>Question</i>	<i>Answer</i>
2.1	Name of programme or project	Name:
2.2	When was the programme or project introduced and how long will it last?	Year: Duration: [years]
2.3	What is the main objective of the programme or project? Please use the space to briefly describe the main aim and then tick the box that best summarises the aim.	Main objective: [OPEN] (a) Legal and political (b) Economic and social (c) Cultural
2.4	What sort of issues is the programme or project designed to tackle and what type of third-country migrants are the target group?	Issues: [OP:EN] Target group: [OPEN]
2.5	What sort of assistance is provided to third-country migrants?	Type of assistance: [OPEN]
2.6	How much funding has been made available for the programme or project? Please indicate the main source(s) of funding. (Please kindly convert national currency into Euros)	Euros (m): Period: [years] Main source(s): (a) Local (b) Regional (c) National (d) EU
2.7	Are there any partners involved in the programme or project's implementation? Please tick the relevant boxes.	Partners: (a) Migrants groups or associations (b) Civil society, NGOs (c) Employers, trade-unions (d) Other public authorities (local, regional or national) (e) Other (please explain)
2.8	What sort of training was provided for the staff dealing with the project/programme?	

	<i>Question</i>	<i>Answer</i>
2.9	Please provide names of any partners (if any) that you cooperated with to implement this programme or project:	[OPEN]
2.10	How many beneficiaries of the programme or project have there been so far? Please provide a rough estimate if you are not sure of the exact number.	Number:
2.11	Has the programme or project achieved its objectives? Please tick the box that best describes the results achieved.	(a) Objectives completely achieved (b) Objectives partially achieved (c) Objectives not achieved at all
2.12	Please provide example of the outcomes that have been achieved that you regard as demonstrating the success of the programme or project (if possible with reference to qualitative and quantitative indicators).	[OPEN]
2.13	Is the programme or project part of a wider national programme?	Yes/No
2.1	Do you think that other cities and regions could learn from your experience with integration projects?	Yes – please explain the main lessons No – please explain why not
2.15	Please use the space below for any other information on the programme or project:	

Part 3 – Possible follow up

	<i>Question</i>	<i>Answer</i>
3.1	Would you be willing to be interviewed about the projects that have been implemented in your city or region on integration of third-country migrants?	Yes – please provide contact details.
3.2	Can you provide additional contact details for other authorities in your region/other regions in your Member State that work on integration of the third-country migrants and run	

	Question	Answer
	successful projects?	

Thank you for answering the questionnaire!

