



Market testing for the EU-EIB Blending Facility For Inclusion Of Migrants And Refugees

Final Report

Client: European Investment Bank

Brussels, 9th February 2018

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This report makes the following distinction between migrants, asylum seekers and refugees. According to Eurostat, the term '**migrant**' refers to people changing their residence to or from a given area (usually a country) during a given time period (usually one year). On the other hand, the words '**asylum seeker**' or '**asylum applicant**' concern people who have submitted an application for international protection or have been included in such application as a family member during the reference period. Finally, according to the 1951 Convention on the Status of Refugees, '**refugee**' means a 'third-country national who, owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, political opinion or membership of a particular social group is outside the country of nationality and is unable or, owing to such fear, is unwilling to avail himself or herself of the protection of that country, or a stateless person, who, being outside of the country of former habitual residence for the same reasons as mentioned above, is unable or unwilling to return to it'.

The market testing exercise acknowledges the different statuses and consequent related needs that the two groups may have. It also recognises the diverse services that individuals from the two groups may require. Nevertheless, this report considers both migrants and refugees as target beneficiaries to a potential blending instrument.

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1. Background of the study

1.1 The Urban Agenda & the Partnership on the inclusion of migrants and refugees

In order to realise the full potential of the European Union and deliver on its strategic objectives, the Urban Agenda for the EU strives to involve urban authorities in achieving Better Regulation, Better Funding and Better Knowledge. Established with the 'Pact of Amsterdam' of May 2016, the Urban Agenda aims to promote cooperation between Member States, urban authorities, the European Commission and other stakeholders, in order to stimulate growth, liveability and innovation in the urban areas of Europe.

Twelve partnerships have so far been established, one of which is dedicated to the **inclusion of migrants and refugees**. The goal of the Partnership is for urban authorities¹ to be able to **contribute to European legislation, funding and knowledge sharing**. With a focus on these three themes, cities should be able to deal more efficiently with challenges concerning integration and inclusion of migrants and refugees.

The Partnership focuses on the mid- and long-term view of integration and inclusion of migrants and refugees. It has identified the following topics that need to be addressed in order to ensure successful integration and inclusion. How EU and Member States respond to migration inflows has a direct impact on cities. Combined with growing urbanisation and high population density, migration can be a challenge for urban areas. To frame its work, the Partnership on the inclusion of migrants and refugees identified five thematic areas: housing, community building & reception, education, work, and the cross-cutting theme of vulnerable groups.

Within these areas, specific points of attention include:

- It is essential for the reception of migrants and refugees that communities are properly involved and informed in the processes taking place to minimize the uncertainties that local communities face;
- Providing migrants and refugees with housing is an essential but often difficult first step towards restoring their quality of life and autonomy;
- Fast and easy access to the labour market is also a focus theme essential to creating autonomy;
- It is important that both integration courses and regular education for children and students start as soon as possible, in order to improve their integration process;
- Special attention should be given to particularly vulnerable groups such as children, women and LGBTQ migrants and refugees.

The members of the Partnership of inclusion of migrants and refugees include:

Coordinators: the city of Amsterdam, DG HOME

- Member States: Portugal, Italy, Greece, Denmark
Cities: Athens, Berlin, Helsinki, Barcelona;
- Experts/stakeholders: EUROCITIES, URBACT, Council of European Municipalities and Regions (CEMR), European Council on Refugees and Exiles (ECRE), the European Investment Bank (EIB), Migration Policy Group (MPG);
- European Commission: Directorate General for Regional Policy (REGIO), Directorate General for Employment, Social Affairs and Inclusion (EMPL).

¹ In this report, terms such as 'urban authorities', 'cities' and 'local authorities' are used as synonyms.

1.2 Partnership on the inclusion of migrants and refugees: overview of Actions

The Partnership has identified a number of actions to take forward. In total, eight actions have been agreed and for each of these an Action Leader has been identified. As indicated in the below table, EIB has taken the lead for actions n°2 and n°3.

Action	Responsible organisation
Action n° 1: Recommendations on the reform-package of the Common EU Asylum System	CEMR
Action n° 2: Establishment of Financial Blending Facilities for cities and SMEs	EIB Group
Action n° 3: Establishment of Financial Blending Facilities for Microfinance	EIB Group
Action n° 4: Improving access for cities to EU integration funding	EUROCITIES
Action n° 5: Establishment of an Urban Academy on Integration strategies	DG HOME and City of Amsterdam
Action n° 6: Establishment of an European Migrant Advisory Board	City of Amsterdam
Action n° 7: Urban Indicators – Facilitating evidence based integration policies in cities	MPG
Action n° 8: Improving desegregation policies in European cities	DG REGIO

1.3 Establishment of financial blending facilities for cities and SMEs

One of the actions put forward by the Partnership is the preparation and establishment of an EU-EIB Group Blending Facility for the inclusion of migrants and refugees, the “Inclusion Blending Facility”. This specific Action is coordinated by the EIB which implements it in collaboration with the following Partnership members; cities of Amsterdam, Athens and Barcelona; Italy, Greece, DG HOME, DG EMPL and DG REGIO.

The main aim of this Action is to help cities gain more direct access to EU funds targeting migrant and refugee integration, given the important challenges faced by cities and their limited resources. The Action aims at creating financing facilities through which AMIF, ESIF and potentially other funds could be blended with EIB loans and thus be made directly available to cities and financial intermediaries to implement investments in specified areas concerning migrant and refugee inclusion. The grant component could be used to support cities in project preparation and implementation; to improve the affordability of the project for the city; as interest rate subsidies; or as financial instruments. The Action would help address affordability issues of necessary measures which need to be undertaken by cities to address migrant and refugee integration.

The main long-term goal is the establishment of a blending facility which meet demand, deliver grant and loan financing in an efficient manner and are complementary to other funding delivery channels. Further goals include the leveraging of grants with loan financing for the first time in the area of migration and refugee inclusion, the widening of the number of financial institutions focusing on the funding of migrant and refugee integration measures and the expansion of inclusive financing strategies.

An opportunity for a better access to EU funds by cities or enterprises would be a blending facility between the AMIF grant resources and EIB loan resources under which AMIF grants could be combined with EIB loans to urban authorities, to financial institutions (offering intermediated EIB loans) or to social impact funds. The blending facilities would be administered by the EIB and the EIB would enter into a direct relationship with cities/financial intermediaries, as per typical arrangements for EIB urban funding including financial instruments. Projects benefitting from the blending facility² would be approved by the EIB's Board of Directors in which the Member States are represented, and monitoring of performance indicators would follow EIB procedures reflecting the requirements of the AMIF fund as reflected in the blending facility as well as any additional EIB requirements. Cities would apply for support from the blending facility via regular EIB channels on a voluntary basis.

This facility is intended to be broadly targeted to address the needs of all vulnerable groups of society with a focus on, but not limited to, migrants and refugees, reflecting the local needs and the wishes of stakeholders to favour a broader inclusive approach. Where the requirements of the AMIF or other funding sources require targeting this will be accommodated within the facility, but the blending approach would enable wider inclusion of vulnerable citizens through the loan component.

1.1 Project objective

The Action's implementation started with a market testing exercise to **explore the feasibility of establishing an Inclusion Blending Facility**. After having carried scoping interviews with the cities that are members of the Urban Agenda partnership, EIB asked Ecorys to widen the consultation to a representative sample of cities across the EU.

A total of 22 cities were approached for interviews, including the cities members of the Partnership: Amsterdam, Athens, Barcelona, Berlin and Helsinki; plus other European cities including: Vienna, Ghent, Nicosia, Brno, Tampere, Nantes, Leipzig, Munich, Milan, Riga, Utrecht, Gdansk, Lisbon, Malmö, Stockholm, Hamburg and Turin. Finally, 17 cities were interviewed (see Annex 1).

Key stakeholders were interviewed as part of this process with the following profiles:

- City officials responsible for investments particularly in social infrastructure and housing;
- City officials responsible for stimulating industry and enterprise or building links with SMEs, micro-enterprises and micro-entrepreneurs; and
- City officials responsible for migration and refugee integration.

² E.g. In relation to a specific city investment programme, or an intermediated programme reaching many towns and cities via an intermediary.

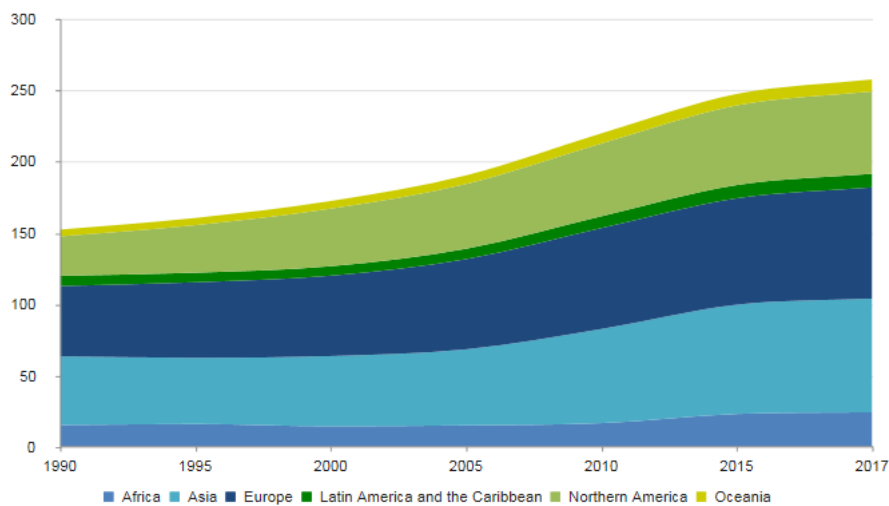
2. Policy context

2.1 Migration trends

Immigration as an international issue

Immigration is a global phenomenon caused by national and transnational factors, generally called ‘push’ and ‘pull’ factors. Push factors are the reasons why a person leaves an area (e.g. poverty, war, natural disaster, etc.) and pull factors are the reasons why a person moves to a particular area (e.g. higher employment, political stability, better climate, etc.). **In 2017, the world counted 258 million migrants, representing 3.4% of the global population.**³ According to the United Nations, during the period from 2000 to 2017, the total number of migrants increased from 173 to 258 million persons, an increase of 85 million (49%). Asia and Europe host the largest number of international migrants, respectively 80 million and 78 million, but are also the top regions of origin of international migrants.

Figure 1 Number of migrants by major area of destination⁴



Source 1 UN Department of Economic and Social Affairs, population division, international migration.

Refugees and asylum seekers constitute about 10% of all migrants. Between 2000 and 2017, the number of refugees and asylum seekers increased from 16 to 26 million, and their share of the total number of migrants increased from 9 to 10 percent. Since 2000, Syria is the country experiencing the largest increase of its diaspora: +872%.⁵

Europe, the second largest area of contemporary immigration

During 2015, a total of 4.7 million people migrated to Europe, of which 2.7 million were citizens of non-EU Member States. Germany reported the largest total number of non-EU Member States immigrants (1,432,965), followed by the United Kingdom (547,828), Spain (290,005), Italy (250,026) and France (232,709).⁶

³ UN website,

<http://www.un.org/en/development/desa/population/migration/publications/populationfacts/docs/MigrationPopFacts20175.pdf>

⁴ UN website, <http://www.un.org/en/development/desa/population/migration/data/estimates2/estimatesgraphs.shtml?0q0>

⁵ UN website,

<http://www.un.org/en/development/desa/population/migration/publications/populationfacts/docs/MigrationPopFacts20175.pdf>

⁶ Eurostat, http://ec.europa.eu/eurostat/statistics-explained/index.php/Migration_and_migrant_population_statistics

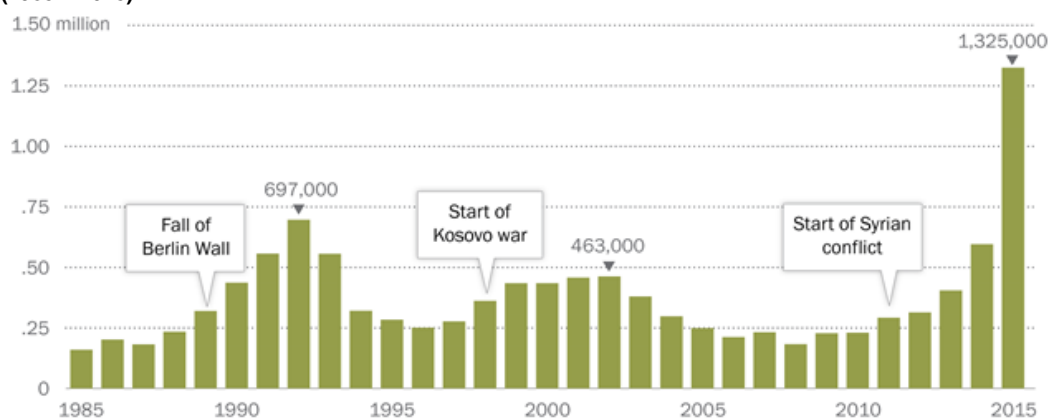
Europe has not always been one of the main areas of destination for migrants. Indeed, large-scale immigration to Europe is more recent. Until the late 1960s and 1970s, many European countries were primarily sources of emigration. Europeans moved to the Americas and Australia in search for a better life, or moved within Europe to other European countries with higher standards of living. It is during the 1970s and the 1980s that Europe, notably Western Europe, became a continent of immigration. For instance, from 1960 to 1973 the total amount of foreign workers in Western Europe doubled, from 3% to 6%⁷. Countries like the UK, France and Germany had the highest numbers of foreigners. This was also due to their relatively open-access policy for citizens from former colonies.

Where people were originally mainly migrating for economic reasons and because of pull factors (e.g. better work conditions), **the reasons to migrate towards Europe changed in the late 1980s**, due mostly to important **push factors such as wars and ethnic conflicts**, especially in Bosnia and Kosovo, which rose after the end of the Cold War. As a result, the number of asylum seekers considerably increased in the entire Western Europe: in 1984 there were 104,000 asylum applications, while 692,000 were recorded in 1992⁸. From 1990s until nowadays, Southern European countries such as Italy, Spain and Greece registered a sharp increase in immigration compared to traditional net migration countries such as Germany, UK and France. Indeed, between 1990 and 1996, Germany received half of the net migration flows into the EU, while over the period 1997-2003, the share of Germany as a destination country decreased to 14%⁹.

As illustrated in the figure below, **over the past 30 years, three events led to the increase of asylum applications ('push factors'): the end of the Cold War, the Kosovo war and the Syrian conflict**. With two peaks in terms of asylum applications, in 1992 and 2002, the number of applicants remained relatively stable until 2010.

A growing trend can be observed since 2011, with a high peak in 2015: in that year 1,325,000 asylum applications were received by EU-28 countries¹⁰, of which 368,350 asylum applications were submitted by Syrian nationals (more than a quarter of the total), mainly to reside in Germany¹¹.

Figure 2 Annual number of asylum applications received by EU-28 countries, Norway and Switzerland (1985 – 2015)



Source 2 Pew Research Center analysis of Eurostat data, accessed June 22, 2016.

7 Hall B. (2000), Immigration in the European Union: problem or solution? OECD Observer (221 – 222).

8 Ibid.

9 Diez Guardia N. & Pichelmann K. (2006), Labour Migration Patterns in Europe: Recent Trends, Future Challenges. Economic Papers (256). Brussels: European Union.

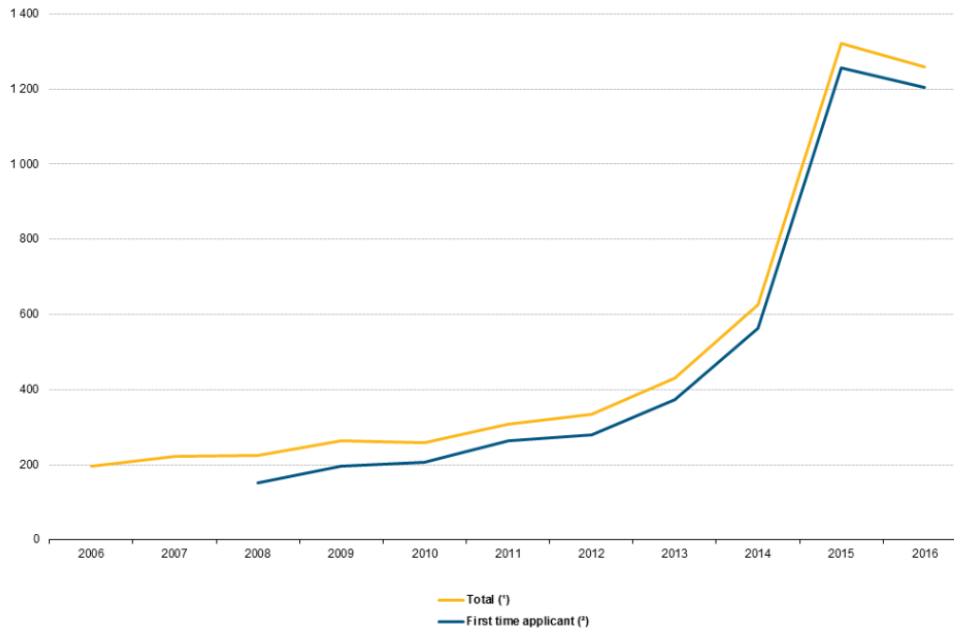
10 As well as Norway and Switzerland.

11 Taucher W., Vogl M. & Webinger P. (2017), Syria, Iraq & Afghanistan: Mapping migration, social media and topography.

In 2016, there were 1.1 million first instance decisions¹² in all EU Member States, almost double the number than in 2015 (593,000). The largest number of decisions was taken in Germany, constituting close to three fifths (57 %) of the total first instance decisions in the EU-28 in 2016. In addition, there were 221,000 final decisions, with again the far largest share (56 %) in Germany.

In 2016, the top three countries of origin of asylum seekers were Syria (335,150; 28%), Afghanistan (182,780; 15%) and Iraq (126,915; 11%).¹³ On average, the majority of asylum seekers are men (67.6%). They are also relatively young: more that 51% is aged from 18 to 34 years old.

Figure 3 Asylum applications (non-EU) in the EU-28 Member States, 2006–2016 (thousands)



Source 3 Eurostat, asylum statistics.

Cities and integration challenges

According to UN-Habitat, it is estimated that **three million people around the world are moving to cities every week**¹⁴. Migration is a key factor in urbanization: an increasing number of cities are integrating migration policies into urban planning and development initiatives. As highlighted in a recent report published by the International Organization for Migration, “cities are faced with significant obstacles ranging from a lack of resources and capacities to efficient and effective coordination with local authorities’ administration and other stakeholders to harness this potential”¹⁵.

According to the Migration Policy Institute, **immigrants face challenges and have a range of needs—from housing to education to language instruction to efficient public transportation for accessing jobs spread over vast metropolitan areas.** As highlighted by the Migration Policy Institute, these needs are “far from new, but they pose integration challenges because of where immigrants live within metropolitan areas”¹⁶. These challenges can be categorised as follows:

- Housing
- Education

¹² A first instance decision is a decision granted by the respective authority acting as a first instance of the administrative/judicial asylum procedure in the receiving country. Eurostat, http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Asylum_decision.

¹³ Eurostat, <http://ec.europa.eu/eurostat/news/themes-in-the-spotlight/asylum2016>

¹⁴ UN-Habitat website,

<http://mirror.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2562&AspxAutoDetectCookieSupport=1>

¹⁵ International Organization for Migration website, http://publications.iom.int/system/files/wmr2015_en.pdf

¹⁶ Migration Policy Institute website, <https://www.migrationpolicy.org/article/role-cities-immigrant-integration>

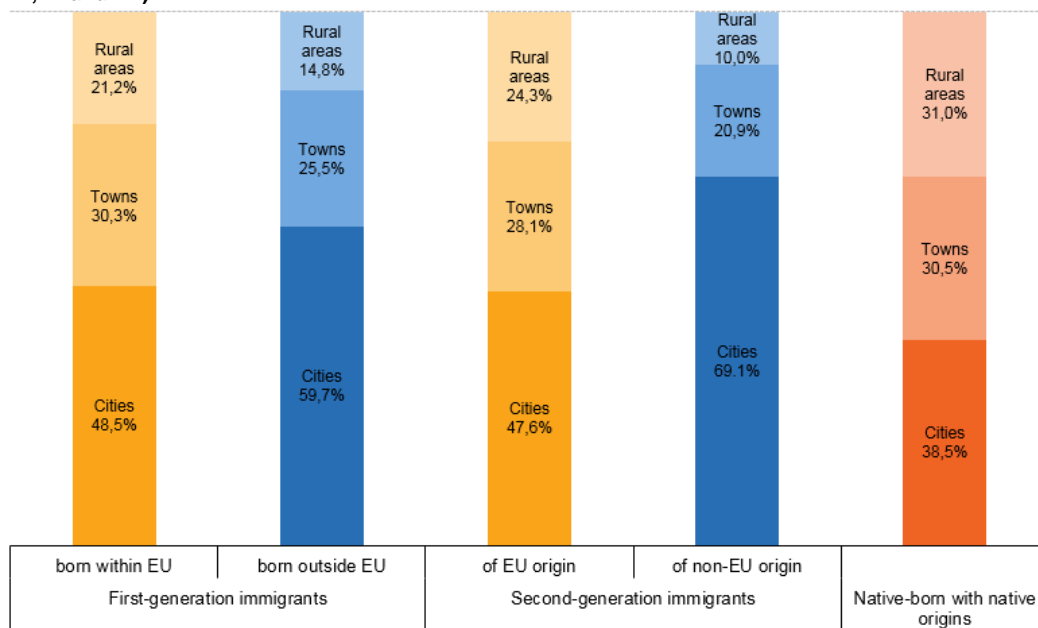
- Employment
- Health
- Transportation
- Utilities (water and electricity, communications technology)
- Sanitation and waste
- Integration and social cohesion
- Safety and security¹⁷

Available research points to some relevant differences between the first and second-generation immigrants, as well as between these and the native-born immigrants. Broadly defined by their so-called 'migration status', the migrant population can be presented through the following categories, depending on the country of birth of individuals and of their parents:

- First-generation immigrants (foreign-born population);
- Second-generation immigrants (native-born population with at least one foreign-born parent);
- Native-born with native background¹⁸.

As indicated in the figure below, **the majority of the first-generation immigrants born outside the EU and the second-generation of immigrants of non-EU origin tend to stay in cities (52.7%).**

Figure 4 Distribution by degree of urbanisation, migration status and background, EU, 2014, % (excluding DK, IE and NL).



Source 4 Eurostat, first and second-generation immigrants - statistics on main characteristics.

Two major indicators show obstacles which immigrants, especially first-generation immigrants, face on the EU labour market, even despite their sometimes high skilled background:

- Their unemployment;
- Their over-qualification.

When the types of obstacles are further analysed, it is clear that the **first and second generations of immigrants do not face the same issues** (see figure below). This can be explained by the fact

¹⁷ The list is based on a recent study published by the World Economic Forum:

http://www3.weforum.org/docs/Migration_Impact_Cities_report_2017_low.pdf

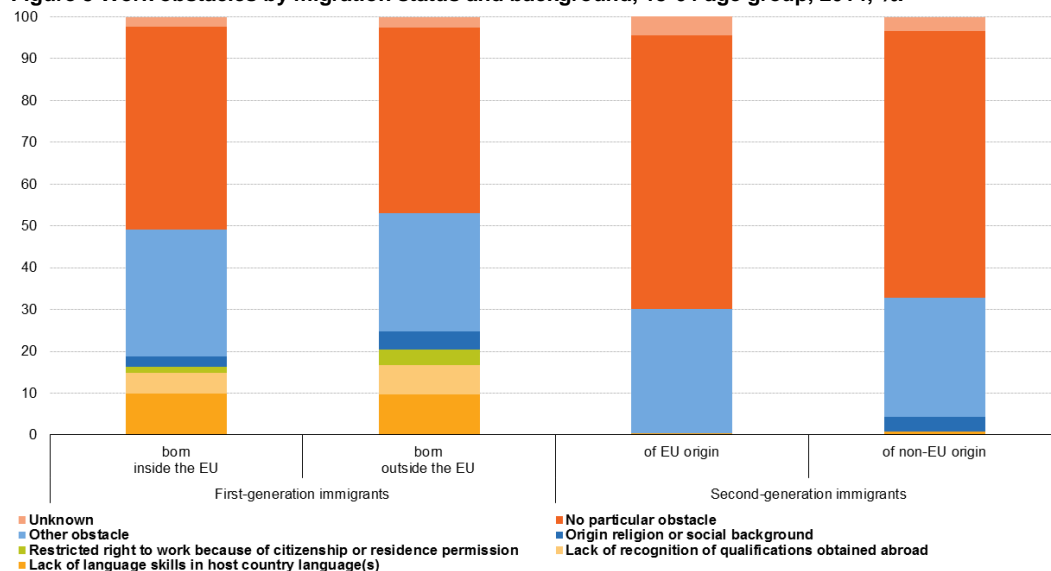
¹⁸ Eurostat, http://ec.europa.eu/eurostat/statistics-explained/index.php/First_and_second-generation_immigrants_-_statistics_on_main_characteristics

that the second-generation immigrants have been raised and educated in the host country. For the first-generation immigrants, access to work is hampered by:

- Lack of language skills in host country language(s);
- Lack of recognition of qualifications obtained abroad;
- Restricted right to work because of citizenship or residence permission.

Regarding the second-generation immigrants, the above issues are almost absent and are replaced by 'other obstacles'. Furthermore, the origin, the religion or the social background are in most cases perceived as an obstacle, except for the second-generation immigrants of EU origin.

Figure 5 Work obstacles by migration status and background, 15-64 age group, 2014, %.



Source 5 Eurostat, first and second-generation immigrants - obstacles to work.

2.2 Key EU policies and financial instruments addressing migration issues¹⁹

The past two decades have witnessed a growing effort at EU level to develop a **comprehensive set of common policies to regulate all dimensions related to migration**, including integration process and asylum system.

The decision of setting **the goal for a common EU policy for migration** was taken during the Tampere Summit in 1999. In order to achieve this objective, partnerships with the countries of origin of migrants were proposed, as well as severe sanctions against human traffic. The Hague Programme, endorsed by the European Council for the period 2004-2009, focused on migration management, the creation of a common asylum area and the integration process of migrants.

The roadmap for developing the migration policy during the following five years was set-up in the Stockholm Programme (2009). It reaffirmed the objective of establishing a common area of protection, creating a common asylum policy and promoting solidarity between countries mostly affected by migration issues. On the progress achieved by the Stockholm programme, in 2014 the European Council defined strategic guidelines for the next period, in which one of the main goals is to optimise the opportunities that legal migration can bring to the EU. Through all these programmes, **the EU aimed at implementing a common policy framework for the integration of migrants and asylum processes within the EU Member States.**

¹⁹ All the legislative and policy documents mentioned in this section are referenced in Annex 2. Only two sources are reported as footnote: they indicate the source to quantitative data on ESIF and AMIF budgets.

EU integration policy

In parallel to migration policies, EU countries have agreed to **look at common approaches to promote the integration of migrants on their territories**. For the first time, with the entry into force of the Treaty of Amsterdam in 1999, one of the aims of the EU was to create a policy framework on the integration of migrants from non-EU countries. The foundations of a European policy on integration were laid in 2004 with the Common Basic Principles for the Immigrant Integration Policy, which were then renewed in 2014.

A specific European Agenda for the Integration of Third-country Nationals was proposed by the European Commission for the period 2011-2015. The Agenda aimed to increase the economic, social, cultural and political participation of the migrants in the life of Member States, with a focus on local actions regarding the fight against discrimination. In June 2016, the Action Plan on the integration of third country nationals was established. It provides a framework to support Member States' efforts in developing and implementing their own integration policies.

EU asylum policy

Since 1999, **the EU has been working to create a Common European Asylum System (CEAS)**. Until 2005, several legislative procedures were taken to harmonise the common minimum standards for asylum within EU Member States. In 2007, the Green Paper on the future Common European Asylum System was established, which declared the creation of CEAS and was the basis for a large public consultation.

The responses received through the public consultation laid the foundation for the Policy Plan on Asylum, introduced by the European Commission in 2008. The Plan established three main pillars in the development of a CEAS:

- Bringing more harmonisation to standards of asylum procedures
- Enhancing an effective cooperation
- Strengthening of solidarity between countries

In 2013, the Dublin Regulation III entered into force, establishing the Member State responsible for the examination of the asylum application (based on several criteria, among which family considerations, possession of visa or residence permit).

EU funds on migration

At the European level, the most relevant source of funding is the **Asylum, Migration and Integration Fund (AMIF)** that specifically aims at supporting initiatives related to migration (see box below for further information). In addition, funding can be obtained from the **European Regional Development Fund (ERDF)** and the **European Social Fund (ESF)**, which are two of the five funds composing the **European Structural and Investment Funds (ESIF)**.

ESIF is managed by the EU Member States through partnerships agreements with the European Commission. These agreements establish how the funds will be used during the current financing period. The budget is later channelled through the agreed investment programmes in the policy areas of interest. In total, the disposable budget for the funding period 2014-2020 is EUR 460 billion²⁰, which makes ESIF the EU's main investment funding tool.

Within ESIF, **ERDF** was established in 1975, with the main purpose to reinforce economic and social cohesion in Europe. Considering that one of its investment priorities is to promote social inclusion,

²⁰ European Commission website, <https://cohesiondata.ec.europa.eu/overview>

combating poverty and any discrimination, the Fund also helps supporting the long-term integration of migrants in regions and cities and, in exceptional circumstances, it provides financing for emergency measures (such as reception centres, mobile hospitals, etc.). It aims to integrate migrants through investments in social, health, education, housing and childcare infrastructure.

ESF was the first fund to be set-up among the ESI Funds, with its creation dating back to the Treaty of Rome (1957). With regards to the issue of migration, the Fund can support actions on social integration, as well as labour market measures. It provides individual support to migrants through the financing of language courses, coaching and vocational training, alongside anti-discrimination initiatives and the improvement of administrative capacity (which also includes child protection system).

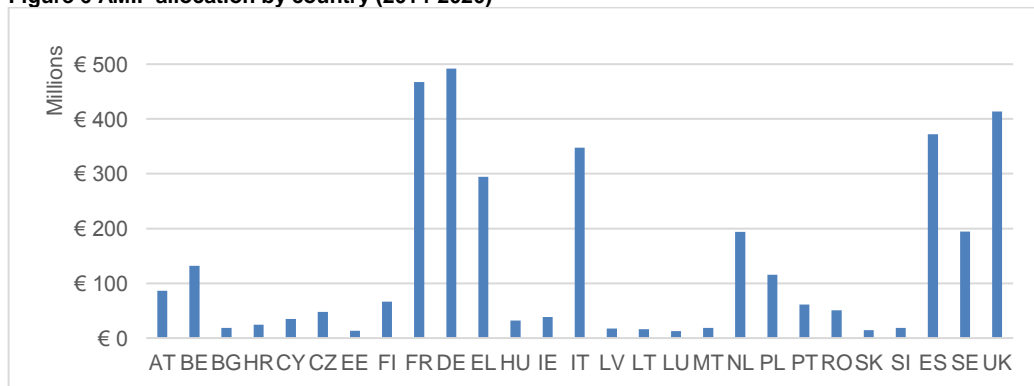
Asylum, Migration and Integration Fund (AMIF)

AMIF was set-up for the funding period 2014-2020, with a total budget allocation of EUR 3.1 billion²¹, which was increased substantially in response to the growing EU migrant/refugees crisis. It was created with the purpose to promote the efficient management of migration flows within Member States. AMIF supports national efforts in improving reception capacities, asylum procedures and integration of migrants at local and regional level. All EU Member States except Denmark take part in the implementation of the Fund. There are several initiatives and projects that can be financed through AMIF, such as the improvement of accommodation and reception services, education and language training, information measures in non-EU countries, etc.

In order to achieve its objectives, 88% of AMIF available budget is managed through shared management between the EC and the Member States. Indeed, at the beginning of the Multiannual Financial Framework, each EU Member State had agreed with the Commission on the use of the Fund's allocation through their National Programmes. Around 11% of the budget under shared management is allocated for Specific Actions, which are responding to particular EU priorities, but are still implemented under the National Programmes.

The remaining budget of AMIF (12%) is managed through direct management. This part of the budget is used to finance Union Actions in support the implementation of EU policies, alongside Union actions and emergency assistance measures. Union Actions are managed and implemented via projects supported by the European Commission which include calls for proposals, procurement, direct awards and delegation agreements. Emergency assistance measures address urgent and specific needs of emergency situations and can also be carried out by Union Agencies in the area of home affairs (e.g. Europol, EASO, Cefop, etc.).

Figure 6 AMIF allocation by country (2014-2020)



Source 6 Updated Annex 8 (14-05-2017) of (COM(2015) 510).

²¹ European Commission website, https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/asylum-migration-integration-fund_en

3. Demand for a new blending instrument

As mentioned in the previous chapter, the EU has been facing significant inflows of migrants and refugees in the past decades driven by conflicts and external geopolitical changes outside Europe. Cities have been a focal point for these migrants as most of them find their places in cities and urban areas. A number of funding instruments is available to address issues related to migration flows. However, most of them are not directly accessible to cities. This has caused the urban partnership on inclusion of migrant and refugees to propose an action to establish a new flexible financing instrument providing direct finance to cities.

To assess the need for such a new facility a market testing exercise has been carried out, to assess and clarify the need of cities and to enable the design of such an instrument. This chapter presents the results of the market testing .

3.1 Cities welcoming refugees and migrants: general challenges and needs

This section presents an overview of the general needs and challenges indicated by the interviewed cities when it comes to the integration of migrants and refugees.

As an overarching challenge, many interviewed cities reported a **need for political will and political commitment** (Brno, Malmö, Riga, Athens, Utrecht, Tampere, Gdansk) towards the reception and integration of migrants and refugees. Cities also highlighted the importance of working within clear policy contexts on immigration, including clearly outlined financial means and guidelines.

Similarly, a number of interviewed cities reported the **need for a more human-centred approach** in comparison to the current system of integration and perception of migrants and refugees (Utrecht, Barcelona, Turin, Riga, Ghent). According to Turin, financing opportunities that are aimed at fighting discrimination and supporting inclusion would ensure that different groups of people could fall within the scope of support. Barcelona similarly argues that support through inclusion projects should be targeting all vulnerable groups, not solely migrants and refugees.

At a more practical level, interviewed cities reported shifts in demand in the areas of housing, employment, as well as in health and wellbeing. Cities also dedicate plenty of time and resources to integration activities for migrants and refugees and capacity building for city officials themselves. Details on these elements are further outlined hereafter.

Housing

One of the biggest challenges cities face is **providing adequate and affordable housing** to migrants, which is often in limited supply. The need for accommodation and associated expenditures has significantly increased for many cities (Malmö, Milan, Gdansk, Vienna, Ghent, Utrecht, Stockholm, Tampere). Several cities expressed the need for financing the provision of additional housing (Stockholm, Vienna), while to cater for the important influx of migrants. Malmö faced for example growing expenses to build new schools where migrant and refugee children could be enrolled. While all of the aforementioned cities are working towards meeting these rising demands, challenges and processes differ from city to city. Ghent, for instance, was only able to provide funding for accommodation and associated expenditures for recognised refugees (not to asylum seekers or other vulnerable groups). Utrecht, on the other hand, has been able to provide emergency shelter even for asylum-seekers whose request was denied.

Employment

Another major challenge cities are facing concerns **enabling migrants and refugees access to the job market**. There is a need for a greater number of jobs as well as for more diversified job opportunities, securing better access to information about the local job market, as well as providing vocational education and training (Turin, Nicosia, Riga, Stockholm, Vienna). Linked to this, there is also a particular need for better access to language courses, as knowledge of the local language is viewed as a crucial component for entering the job market (Helsinki).

Because migrants and refugees might face different situations and hence have different immediate needs, cities must consequently adapt the type of support they deliver. Skilled migrants and those individuals with entrepreneurial potential might rather request help for joining or starting up professional activities. Other individuals, for instance asylum seekers, might rather require access to activities to avoid social exclusion and facilitate the integration into the hosting community.

Health and well-being

The **health and well-being of migrants and refugees** is also perceived as a key area of attention for municipalities (Milan, Nicosia, Vienna). Although providing investments for health services is identified by many cities as an important need, few cities indicate having the appropriate financial and infrastructure means to do so. One city mentions explicitly that no human or financial resources are available for the provision of healthcare (including mental health) for migrants (Milan). Only one city reports making investments in the area of social and health care (Malmö), recognising the need to provide specific support notably to refugees coming from war-torn areas and suffer from Post-traumatic Stress Disorder. There are rarely enough resources to deal with the disorder, which has long-lasting and profound effects: among many, depression may often lead to low levels of motivation, for instance, dropping out of their training/educational programmes. This in turn manifests in poor language skills, high unemployment levels, and high social and housing benefits that the municipality has to cover. In the end, this may jeopardise the chances for individuals to successfully integrate into their hosting community.

Integration activities for migrants and refugees

In those countries where accommodation is provided directly by the central government, or where housing is not provided at all, cities tend to pay specific attention – and hence invest resources – to integration activities. Most of the interviewed cities provide **basic training and integration workshops** for migrants (Milan, Gdansk, Nicosia, Riga, Turin), as well as **language classes** and/or interpretation support (Gdansk, Vienna, Nantes, Turin, Stockholm). Others ensure **education** and/or support in schools for children (Vienna, Stockholm) or run **reception**, information and/or mediation centres for migrants and refugees (Gdansk, Nicosia, Nantes, Brno, Riga, Tampere).

In some cases, an increase in the type and quantity of services provided to migrants and refugees required the **recruitment of additional specialised staff**: Gdansk employed support staff such as teachers, lawyers, translators, and social workers, while experts in Turin were hired to provide guidance to migrants and refugees with gaining access to better funding opportunities. With the aim to offer an increased amount of services and infrastructure to migrants and refugees, cities have increased their dedicated budget lines and often their overall municipal budgets.

Capacity building for cities

Despite not being a purely financial matter, the **human resources and funding-related knowledge and expertise of a city is perceived as a fundamental element**. It appears also as a key enabler for municipalities to successfully address the challenge of welcoming an integrating migrants and refugees. Many cities see it as necessary to further increase their institutional and implementation

capacity, for example by expanding the personnel involved in the provision of services to migrants and refugees. This impression is largely shared across the cities interviewed.

In some cases, the **number of city officials involved with integration issues is perceived as insufficient**, hindering the speed at which dossiers are tackled or projects implemented (Riga, Gdansk). In other situations, a specific category of professionals appear to be missing: for example the lack of doctors can generate a costly situation, as cities need to direct their clients towards private healthcare providers (Tampere); equally so, the lack of professionals with legal competences can impair the delivery of services that cities have nevertheless committed to ensure. Cities have tried to address such a functional shortcoming by hiring additional personnel specifically dedicated to the integration of migrants and by increasing the associated budget. As a potential solution, small municipalities are also considering to focus on cooperation with other institutions and with the private sector. It might be worth considering that capacity building appears to be a bigger challenge in non-capital cities. A capital city like Vienna, for instance, reports to benefit from being the host place for both municipal and state authorities, ensuring the presence of a larger capacity and higher competences (Vienna).

After all, increasing the capacity of cities to address the challenges of welcoming and helping integrate migrants and refugees is important to **ensuring the continuity of services**, another key challenge. On the one hand, resources, both financial as well as human, from the municipality are insufficient for maintaining certain services for migrants and refugees. On the other hand, projects that are set up with external help and running successfully for a period of time often cannot continue to their full potential once funding period is over (Nicosia, Utrecht).

Next to the general challenges faced by cities, more specific issues faced by cities relate to accessing financial support for the implementation of initiatives and projects for migrants and refugees. The following section is dedicated to these specific aspects.

3.2 Cities funding migrant and refugee projects: financing challenges and gaps

Cities reported to receive funding from a wide **variety of sources**, including international, EU, national, regional and municipality funds, private financing, financing by NGOs, and donations from citizens. The majority of cities receive **EU and national support** for migrant and refugee projects, with some also receiving **regional support**. Thus, the majority of the interviewed cities mainly receive public funding. Cities' experiences with public financing are described in greater detail in the next section, followed by cities' experiences with other types of funding. Finally, the financing gaps that cities experience in terms of providing sufficient support to migrants and refugees are outlined.

Cities' experiences with public financing

Table 1 Overview of sources of public financing as identified by interviewed cities

Level of funding	Sources of funding
International	<ul style="list-style-type: none"> Norwegian Refugee Council Council of Europe United Nations High Commissioner for Refugees (UNHCR)
EU	<ul style="list-style-type: none"> European Structural and Investment Funds (ESIF), spec. the European Regional Development Fund (ERDF) and the European Social Fund (ESF) Asylum, Migration and Integration Fund (AMIF) URBACT Urban Innovative Actions (UIA)

	<ul style="list-style-type: none"> • European Investment Bank (EIB) • EuropeAid
National	<i>Various</i>

As outlined in the table above, the **international sources of funding** include the Norwegian Refugee Council Fund, the Council of Europe Fund (Nicosia) and the fund managed by the UNHCR - United Nations High Commissioner for Refugees (Athens). **Of the main sources of funding received from the EU, the two ESIF funds:** the ESF - European Social Fund and the ERDF - European Regional Development Fund (Brno, Nicosia, Ghent, Vienna, Amsterdam, Barcelona, Athens, Barcelona, Malmö, Riga). **AMIF** is also indicated as one of the main sources to finance support to migrants and refugees (Ghent, Nicosia, Tampere, Utrecht, Amsterdam, Barcelona, Athens, Malmö, Milan, Stockholm, Riga).

The abovementioned types of funding have been **used by the cities interviewed for migrant and refugee-related projects in a number of different ways**. For instance, ESIF grants have been used for the integration of new arrivals (Malmö, Ghent) and the setting up a solidarity centre, a children's centre, and other social infrastructure (Nicosia). Both ESF and ERDF have been used to help refugees integrate and find employment (Ghent), and to renovate schools and hospitals and fund a social inclusion project (Riga).

The cities interviewed made specific reference to projects implemented in the area of integration, through the **use of AMIF funds**. In Malmö, one such project, "To move to better work and housing opportunities" (JobBo), has been rolled out nationwide. In 16 European cities, the project CITIES GROW has been implemented. Further detail on these two projects is provided below:

Example of AMIF funding used for an integration project in Malmö

JobBo²² "To move to better work and housing opportunities" is a project based on mapping of job opportunities, matching of job seekers and potential employers, and the exchange of information. It maps the labour market opportunities in smaller municipalities as well as new arrivals to Malmö, and matches them accordingly. New arrivals in Malmö are informed of the project in various contexts and given the opportunity to report interest in participating. They gain information and opportunity for dialogue in their own language, with people who themselves have experience of the social systems from which new arrivals came from. Through well-planned study visits to look at the social situation and the labour market in smaller municipalities, participants were given further motivation to move from Malmö. Through the project 40 households moved from Malmö to 22 smaller municipalities in southern Sweden, with a total of 83 people who were helped to establish themselves elsewhere. JobBo has had continuous contact with participants even after completed relocations and has been able to support any problems. Surveys to the participants in the project show that a majority is experiencing a better living situation after the move.

Example of AMIF funding used for an integration project in 16 European cities

CITIES GROW²³ is a project led by EURO CITIES, and involves Athens, Barcelona, Birmingham, Brighton and Hove, Dresden, Gdansk, Ghent, Helsinki, Lisbon, Munich, Nantes, Nicosia, Riga, Rotterdam, Tampere, and Utrecht. The project assists policy officers in finding ways to handle issues refugees and migrants face during the process of gaining an official status to the process of integration (i.e. finding housing, a job, understanding the rules of the game, etc.). The mentoring schemes aim, among other things, to engage with businesses and local job agencies to promote job skills matching for employing youth with a migrant background, and implement anti-discrimination strategies on local job markets. Participating cities are paired up to ensure transferability of results and long-term policy and practice impact.

²² JobBo, <https://www.migrationsverket.se/Andra-aktorer/EU-fonder/Tidigare-fonder/Flyktingfonden/Genomforda-projekt/JobBo--Flytta-till-arbete-och-battare-jobbmogligheter.html>

²³ 'Cities Grow', <http://www.eurocities.eu/eurocities/projects/CITIES-GroW&tpl=home>

Further examples include Nantes, which used AMIF in 2012-2013 for developing a welcoming guide for foreigners as well as for the creation and development of an interpretation platform. In 2018 the city submitted a project application to support refugees in finding work through the provision of mainly language courses. Stockholm reportedly uses AMIF to implement projects to increase collaboration between the public and private sectors, for instance through the building of professional networks and voluntary work. In addition, another project focused on developing language skills and improving the general educational level in persons born abroad. In other cases, AMIF has been used for bolstering regional integration and support for women (Milan), providing language and orientation programmes (Amsterdam), and promoting housing accessibility and social inclusion (Tampere). In Tampere, projects included practical services such as home visits to show how apartment blocks and independent flats, including home appliances, work. Other projects have focused on psychiatric help for migrant and refugee children.

Interviewees also mentioned **other EU financing sources**: URBACT (Ghent, Barcelona, Riga), Urban Innovative Actions (Utrecht, Vienna, Barcelona), EIB (Barcelona, Athens), EuropeAid (Riga). Helsinki also reports using EU funding (but could not indicate a specific fund or programme), while Nantes intends to apply for EU support in 2018.

Many interviewed cities report receiving national funds (Brno, Malmö, Stockholm, Milan, Nantes, Tampere, Utrecht, Amsterdam, Helsinki, Athens), **as well as regional/local funds** (Ghent, Malmö, Stockholm, Tampere, Vienna, Helsinki, Barcelona, Athens). Nantes used to receive financing support from the region as well, however this is no longer the case since the 2015 elections, after which the administration opted for removing this type of support. Finally, municipalities themselves are also sources of funding (Malmö, Stockholm, Riga, Utrecht, Amsterdam, Barcelona).

Although the cities interviewed report using a number of different sources of public funding to finance projects for migrants and refugees, **at times they found it difficult to obtain such funding**. Reasons for not successfully accessing relevant funding include the very high demand for funding and subsequent high competition among potential funding recipients (Nicosia, Gdansk) as well as difficulties in partnering with other relevant entities in joint efforts to obtain funding (Brno, Ghent). Interviews highlighted a frequent combination of these issues when applying for funds. However, the most important hurdles to obtaining funding, as highlighted by the majority of the interviewed cities, were unfavourable structural and/or administrative conditions.

Of the unfavourable structural conditions, cities reported that there is **little municipal control over how funding for migrants and refugees are managed**, as many decisions are made at the regional and national levels. Utrecht, for example, reportedly wishes to make more use of AMIF grants, however it currently has limited access to it because the decisions concerning how to use it are made at the national level (a general overview of AMIF, including access rights and uses is presented in Section 2.2). Additional examples include the governance structure, where each administrative level has different responsibilities concerning policies on migrants and refugees, complicating the implementation of financial support (Nantes), legal barriers preventing cities from offering of direct loans and micro-credits for entrepreneurs (Barcelona), and difficulties accessing EU support because of an insufficient dissemination of information by the national authorities on such opportunities (Gdansk). For Milan, the main challenge in terms of access to finance is the unreliable and unpredictable financial flows of national funding.

Of the **unfavourable administrative conditions**, the **administrative burden** often linked to the application process is perceived as an element discouraging cities from submitting funding requests (Milan, Ghent, Brno, Tampere). Milan, for instance, tried to apply for an EIB loan some years ago, however without any success. The requested documentation was found to be too burdensome and overall procedure too complex for the city administration, which lacked the know-how and capacity

to apply and experienced issues with the English-only, lengthy guidelines. Additionally, when using AMIF funds, Milan reported a very high level of analytical details to be required to justify payments, which increased the amount of red tape and administrative costs to manage the financing. Similarly, the city of Ghent recalls too tight deadlines for city administration officials to manage applications for AMIF funding. The municipality of Brno tried to apply for EU funding, however it eventually had to renounce as the deadline for the application was too tight to manage. Tampere was discouraged from attempting to secure funding from ESIF for an international centre that would facilitate migrants and refugees integration at an early stage, as the terms of reference seemed to be too limiting and rigid. Likewise, the preparation, implementation and management of EU funded projects was perceived as too onerous and defeated the purpose and objective of the project.

During the interviews, cities brought up several examples of cases where their **application for funding was eventually denied**. Brno tried to access ESIF funds via cooperation with the national agency for social inclusion, with a view to develop projects for migrants. The managing authority rejected the proposal as it considered that migrants should not be regarded as a target group for the activities of the agency. As for Gdansk and Ghent, they were unsuccessful in securing funding under the Urban Innovative Actions (UIA). In the latter case the proposal was not retained with the main criticism being that it did not have a concrete enough focus (there were many city departments involved in the bid). According to the interview, the bid was unsuccessful because of coordination difficulties between the different departments. Nicosia has made several attempts to secure financing through AMIF, and has sometimes been rejected, often having had to compete with NGOs and other entities for the same funding. Utrecht also reported an unsuccessful bid for funding for a project targeting homeless migrants. Although a similar project had previously been successfully implemented in London, the organisation with whom Utrecht wanted to implement this project did not have the required track record in order to be eligible for AMIF.

Not only do cities report experiencing challenges in accessing finance, **cities also highlight encountering difficulties with the financial management of funding instruments**, given their technical and financial complexity (Ghent and Utrecht). For example, the features of certain financial products - as compared to the application and management of traditional grants - are generally new for the public administration. Only a couple of cities (Tampere and Utrecht) mention previous experience in using social impact bonds to support young people in the job search. In summary, cities feel that dealing with financial products of this kind require a new way of working and thinking.

Cities' experiences with private collaboration and financing, and funding from banks

A number of interviewed cities engage the private sector in the implementation of migrant and refugee initiatives, and a few also finance initiatives with the contribution of private funding. This is also the case of cities that have experience in the use of social impact bonds. Nevertheless, other municipalities find it **difficult to attract interest and support from the private sector** for initiatives aimed at supporting migrant and refugee integration. While some cities claim to have little interest to involve the private sector (Ghent, Stockholm), others point to the limited willingness of the private sector to be involved (Riga). Generally, and according to many of the cities interviewed, financial incentives are too small for companies to hire and/or train migrants and refugees.

The private sector is involved in supporting migrant and refugee initiatives through co-financing expat centres (Brno), private sponsorship (in the form of financing, social, or psychological support) of migrants, and refugees to aid integration. Private individuals are providing housing (Nantes), participating in integration projects as consultants, and on a few occasions, providing some funding to projects as part of their corporate social responsibility (Nicosia). In other cases, private organisations cover the costs of language courses (Tampere), finance existing co-housing projects and housing corporations (Utrecht), and develop construction initiatives as part of their own

investment portfolio (Amsterdam). Two further examples of private sector collaboration are provided in more detail below:

Examples of private sector support in Malmö

Yalla Trappan²⁴ is a work inclusion social enterprise, organised as a women's cooperative, in Malmö. The general aim of Yalla Trappan is to provide work for immigrant women who would face great difficulties entering the labour market. The enterprise currently employs 15 women in its three commercial branches: café and catering, a cleaning and conference service, and a sewing and design studio. Furthermore, it provides newly arrived immigrant women with internship opportunities. What started as a project dependent on financial support from the European Social Fund, the City of Malmö and ABF Malmö, has evolved into a self-contained social enterprise harnessing the knowledge and capabilities of its co-workers. Notably, Yalla Trappan has established a partnership with IKEA, where migrant and refugee women offer tailoring of curtains and adjustments to furniture covers.

Another example of private sector collaboration in Malmö is facilitated through the Chamber of Commerce in Skåne, which has nearly 3,000 members in the private sector, and receives ESIF grants. The Chamber of Commerce in Skåne helps engage their members to support integration projects, with a view to help get migrants and refugees in the labour market. Concrete support is, for instance, given through teaching migrants and refugees professional skills and providing them with Swedish language classes.

Private sector collaboration in Milan

Milan has collaborated with the private sector in different ways, mainly through “third sector” organisations, such as charities and cooperatives, involved in the delivery of social services. These organisations are either financed through their own resources, with the help of fund-raising, or through national and EU resources. Additionally, some social security institutions carry out voluntary support, including actions financed through private donors for social projects (e.g. for first aid and reception support of migrants and asylum seekers). Finally, the city of Milan often collaborates with for profit organisations for the work placement activities the city aims to provide, so as to support skilled migrants and refugees in their attempts to find a job.

According to the majority of the cities interviewed, obtaining financial support from National Promotional Banks, commercial banks and other local credit institutions, or, is **not a viable and/or interesting option**. The reasons for this are mainly based around the fact that city authorities are primarily interested in seeking out non-repayable financial support (Gdansk, Riga) or that loans are perceived as too complex instruments for cities to engage with (Utrecht). Others point to the rather insufficient engagement and interest from local banks who find it quite cumbersome to work with cities (e.g. as partners when applying for grants). This eventually leaves cities with limited opportunities to obtain financial support from local banks (Milan). Additionally, the tight financial situation of certain cities and the general financial situation at national level can present a constraint to obtaining loans or similar financial solutions (Nicosia).

Only two cities have listed a few options for obtaining support from banks. Namely, in Nantes a municipal bank is offering microcredit funds with support from commercial banks, while in Vienna there are options both at regional and national levels to apply for such support.

Financing gaps experienced by cities

In response to the growing needs, cities reported that their budgets for welcoming and assisting migrants and refugees have grown over the past years. Utrecht in particular has registered an unprecedented budget growth for this category, which increased 160 times between 2001 and 2017. Cities have generally managed to adapt their budget to the funding available (three cities - Stockholm, Tampere, and Nantes - did not observe a financing gap). Most of them, however, state that their

²⁴ Yalla Trappan website, <http://www.yallatrappan.se/>

budgets are still insufficient to adequately deal with all of the issues at hand. While some cities have put specific emphasis on this issue (Malmö, Nicosia, Tampere, and Utrecht), others have rather stressed the need to ensure financial sustainability over time (Riga).

When asked to **estimate the cities' financing gap** for projects and initiatives concerning migrants and refugees, many of the cities interviewed found it difficult to provide an estimate (Milan, Ghent, Riga, Nicosia), their reasons including the fact that funds available differ from year to year or that there is insufficient data available to provide an estimate. Four cities (Gdansk, Utrecht, Vienna, Malmö) have been able to provide a rough estimate of their financing gap. These range from between a quarter of a million to several million euros. For example, today the city of Malmö is capable of meeting only 60% of the needs and initiatives for migrants and refugees, which does not only relate to financial resources (there are not enough competent teachers and social workers, for example, while 80% of the target group is in need of labour market support and/or training).

In order to close the financing gap that cities experience, there are ways in which cities' access to funding may be improved. Suggestions on how to do this, as expressed by the interviewed cities and according to our analysis, are expanded on in the following section.

3.3 Cities' suggestions to improve access to funding

Cities underlined several aspects of the current financing system that impair the securing of the funding necessary for projects targeting the inclusion of migrants and refugees. Based on the interviews' findings, below a set of recommendations is outlined on how to address such shortcomings.

Ensure direct access to funding

The majority of the cities interviewed (Gdansk, Ghent, Brno, Vienna and Utrecht) have highlighted the need of **gaining direct access to funds** for inclusion projects. Currently, AMIF and ESF funds are channelled through Member States. The interviews highlight that funding in most cases is only accessible to cities only through the central governments (or regional governments, depending on the organisation of the individual Member State), which redistribute resources according to centralised programs. This process create in some cases lengthy approval procedures, which makes it difficult for some cities to plan investment projects and properly manage their funding strategies. Additionally, the process creates time delays which affects the timely availability of funds.

Involve cities and target groups in decision-making procedures on funding

Cities generally advocate for a **more direct involvement in the design of the rules** and administrative aspects, in order to be able to better voice their needs and concerns. At present cities feel to be only indirectly involved in the decision making process setting the strategic priorities for EU funds. A broader involvement of stakeholders in the decision making process may refer not only to the consultation of the municipalities but also to the consultation of the target group itself. Perhaps more relevant to policy making rather than to the development of funding opportunities, legislation could potentially benefit from inputs from refugees and migrants. Their perspective could be beneficial during the implementation phase of concrete projects.

Increase flexibility in funding allocation and use

A higher flexibility in the allocation of funding and more tailor made approaches are advocated. Many cities (Ghent, Brno, Nicosia and Tampere) have said it would be helpful to have more flexibility in the way funds can be used by the intermediate beneficiaries (e.g. cities or other managing authorities). More flexibility in this regards would create room for innovation in the funding mechanisms that cities use to support investment projects. It might be a good idea if some funds are

earmarked specifically **to implement more innovative projects**, whose results and success in terms of inclusion of migrants and refugees could be assessed, providing more room for experimentation around effective policies.

Among other things, cities mentioned that the objectives and logic of project calls are **not adapted to the context of Eastern European countries**, which are at an earlier stage in the development of integration policies (Brno). To this extent, cities in Eastern European countries may need to dedicate more resources to capacity building and to training of public officials, or for example in governance aspects. Dealing with earlier phases of migration Eastern European cities are more focused on the actions needed for the reception of migrants and refugees, preliminary steps needed prior to face the issues of inclusion. Flexibility also plays a role in the sense that cities may opt for **different approaches according on the sheer influx of refugees and migrants** they experience. Cities which observe relatively small number of migrants and refugees are able to implement projects with broader targets and objectives, given their smaller scale, an approach which they consider more effective. Flexibility also depends on the **types of social groups that can be targeted**. The cities interviewed suggest that they should also be able to address, as part of their inclusion policies, migrants with an EU citizen status which still belong to socially excluded migrant groups (e.g. EU migrants from non-Schengen countries).

Consider ad-hoc investments in key areas

When it comes to the concrete areas and uses of the funding, diverging views were registered on **the subject of ad-hoc investments and interventions**. For some, ad-hoc investments could be introduced for example in social housing, as well as specific support could be conceived for health care, cultural assistance, and the promotion of sport activities for migrants facing psychological problems (this was mentioned for example by the city of Milan). On the other hand, ad-hoc interventions are seen by some as less effective in addressing the issues faced by migrants and refugees, and that in this respect ensuring the sustainability of funding and the continuity of projects are key issues. In this respect, it is funding for the continuation of successful interventions that should be facilitated.

Simplify administrative requirements to access funds

Almost all cities indicated that **administrative requirements for grants are too burdensome** and that **application procedures should be simplified** (Ghent, Helsinki, Nicosia, Riga and Milan). When it comes to AMIF grants, cities report, the amount of information required in claiming payments could be substantially simplified in order to reduce administrative burden. Less administrative burden for simple daily transactions would improve the effectiveness of AMIF. Similarly, simplified application and monitoring processes would be essential. Some specific restrictions directly impair the effectiveness of projects targeting migrants. For example, the restriction of funding only to certain age groups can hinder the effective success of projects. In a similar vein, where guidelines at national level are too specific, that results in a narrowing down of the scope of potential projects.

Cover administrative expenses

Stemming from the above point, cities (as for example Nicosia) suggest that eligibility of AMIF funds should expand to cover administrative expenses linked to the management of funds. A broadening of the allocation of AMIF funds could be helpful for example in covering project-related costs (e.g. staff costs) in addition to pure project costs; the costs of staff training could also be addressed by the funds as well as the cost incurred in ensuring that migrants access formal employment. In a similar fashion, housing related costs (e.g. rent) should be included as part of the eligible costs of housing investment projects, which it is not currently the case in all programmes.

Coordination across stakeholders

To guarantee that local authorities can properly implement projects, when designing financing schemes attention shall be paid to the **coordination between the institutions at the regional and national level**. Whilst some cities envisaged to be more involved in the process and to have a direct access to funding, this would require a different thinking for those contexts in which coordination is necessary with the regional and national levels. In the case of France, for example, the provision of funding should target properly the different layers of territorial authorities (i.e. *collectivités*) other than municipal authorities, as competences are divided across cities, departments and regions. It is important also to guarantee the best consistency **between European and national policies** (Nantes). **Establishing cooperation between different stakeholders** is perceived as key to implement successful projects (Utrecht), as well as between cities. Initiatives that stimulate cooperation between cities, the private and the third sectors should have priority. This interaction of several actors is perceived to be key in order to implement successful projects (Malmö and Utrecht).

Provision of other (non-financial) public sector support

There was a **call for more administrative, management, and technical support** for capacity building within the municipalities regarding application procedures for funding, as well as support in the monitoring and reporting on the progress of projects. Cities believe it would have positive effect on their funding strategies if they can access **technical advice on how to employ the financial products** and which investment projects target. Sharing best practices, perhaps by means of a platform, would be a welcomed support.

Furthermore, the **current uptake of funding will be significantly upgraded if cities receive a continuous support throughout the financing cycle** (before, during and after the application process) to ensure the full understanding of the system. Cities are for example looking for support in the phases prior to the submission of application funds, as in developing the institutional capacity (e.g. in training officials) to requests funding. Pre-submission support to municipalities would be helpful, so as to build-in internal capacity and knowledge on how to apply for funding (Milan). Support through national helpdesks throughout the application process should also be considered. Similarly, cities ask for management support and support in completing the applications and monitoring documents (Nicosia). Others also look for technical assistance in trainings to officials regarding how to attract and implement projects (Riga). Cities are also looking for management **support in the completion of the procedures and in the elaboration of the monitoring documents**.

3.4 Potential aspects of an Inclusion Blending Facility

Based on the findings from the interviews, cities would welcome an additional source of financing, which would be seen as a possibility to improve their access to funds. Therefore, the creation of financing facilities through which AMIF, ESIF and potentially other funds could be blended with EIB loans is positively seen by interviewed cities. Most importantly, through the Facility, funds could be made directly available to cities to implement investments in specified areas concerning migrant and refugee inclusion.

Addressing cities demands

Taking stock of the recommendations provided by cities, the introduction of a well-designed Inclusion Blending Facility could prove to be beneficial in a number of ways.

Filling the current financing gaps

The Inclusion Blending Facility would provide another important source of funding, thus addressing current financing gaps, cities say, if the costs of financing is low and easy accessible to cities (Milan, Nicosia and Gdansk). If funding is provided at low interest rates, this could ensure the appeal and sustainability of the Facility for cities.

Better involvement of cities in the decision making

The introduction of an Inclusion Blending Facility is perceived to generate a better involvement of local authorities in the determination of intervention priorities. This would differ from the case of currently available funds which are often indirectly managed by the national and the regional governments. If investment criteria and priorities would continue to be identified without the direct involvement of local authorities, application procedures would remain lengthy and the process of fulfilling general requirements burdensome. This would result in a limited impact of the Facility (Milan).

Providing direct and flexible access to funding

The Facility could represent the possibility for cities to directly access AMIF resources, overcoming one of the key limits identified in the current system, in which is mainly national governments channelling EU resources to the city level. The management of the Inclusion Blending Facility would possibly engage in direct interactions with cities, rather than channelling funds via central governments. Cities see also the Facility as a new tool that would allow for more flexibility (Nantes and Amsterdam). Given the urgent nature of projects targeting migrants and refugees, the provision of a flexible and easily accessible financial support from the Inclusion Blending Facility would be key. It would facilitate a rapid implementation and ensure a higher degree of adaptability to cities' needs and priorities.

Simplification of the existing system

There is a shared expectation across cities that the Inclusion Blending Facility constitutes an occasion for simplification of the existing system (Amsterdam, Milan and Nantes). By simplifying the administrative requirements, the Facility would address current shortcomings of the financial framework. It is therefore important to avoid the risk that the Facility adds additional controls, on top of those already existing at the national level. Rules and requirements shall be kept simple so as to aid compliance, to prevent the potential risk that smaller cities are not able to cope with the criteria if these are too complex (Amsterdam). The Inclusion Blending Facility should indeed be adapted to fund also smaller projects run by smaller cities.

Synergies with similar existing facilities

If accompanied by a proper communication strategy, the Inclusion Blending Facility would be successful, as officials in cities are receptive to changes and new ideas in the field of the management of migration policies (Gdansk). Overall, it is important to clearly communicate to cities the added value of the blending Facility in comparison to existing funding schemes (Nicosia). The Facility would constitute an element of novelty in some cases; some cities are not aware of other sources of similar financial or technical support (e.g. Ghent and Utrecht). In other cases, it could be complemented with similar existing schemes, which cities have highlighted. Start-up grants are offered in Finland to everybody who submits a viable business plan (Tampere). The application process and the terms and conditions are the same for all, regardless of background. The city of Helsinki has implemented a Social Investment Bond available through the local unemployment office, which seeks to help find employment for migrants. Athens is currently in the process of implementing a similar kind of facility that would leverage grants with EIB funds and use ESF for operational costs. In general, in case of existing and successful facilities it is important to limit overlaps with the Inclusion Blending Facility. Attention should be paid to contain the generation of redundancies with old initiatives (Utrecht).

Priority areas for support

With its scope of intervention, the Inclusion Blending Facility could support cities in implementing investment projects across several areas. The cities interviewed suggested potential priority areas, based on their needs in managing migrants and refugees, and taking into account past successful projects.

Access to health care

The Inclusion Blending Facility should target, according to the cities interviewed, investment projects finalised to secure the access to healthcare for migrants and refugees. Access to healthcare is seen as a prerequisite for the success of subsequent investments. It represents in fact a preliminary basis to ensure the success of subsequent investments in job creation, in education or housing or other infrastructure. Healthcare is a precondition for participation and integration within a given community. In this perspective, the MILSA project implemented in the county region of Skåne in Sweden is an example of a successful initiative.

Support Platform for Migration and Health - MILSA²⁵

The initiative is implemented by the Malmö Institute for Studies of Migration, Diversity and Welfare (MIM), a research institute of the University of Malmö. The institute operates in partnership with Lund's University and other public authorities as the municipalities of Helsingborg, Kristianstad, Lund and Malmö, and the county administration of Skåne. The initiative was financed through the AMIF and the county administration of Skåne. MILSA has focused in the last two years on the health of the newly arrived migrants. It comprises of four sub-projects, addressing issues such as: (1) the health of newly arrived refugees and (2) their needs in terms of health information, (3) the evaluation of individuals ability to work, (4) how physical activity can be stimulated. All activities are conducted via cooperation between researchers, practitioners and refugees. By developing new knowledge and collaboration processes the platform is aiming at promoting the integration of refugees into the labour market.

The Inclusion Blending Facility would positively contribute to the implementation of similar projects, with the provision of adequate financial products.

Housing

Cities also suggested that the Inclusion Blending Facility should prioritise investment in social housing is a priority for investment. Investment towards this area has encompassing consequences also for other target groups beyond migrants and refugees, such as socially excluded groups. A key eligible category of projects could be apartment renovations (following the experience outlined by the city of Milan) or initiatives for affordable housing, also getting inspiration on existing good practices, as the examples *Dampoort KnapT OP!* and *Samenlevingsopbouw* in Ghent demonstrate, housing associations might also be interested in leveraging funds from the Facility.

*Dampoort KnapT OP! and Samenlevingsopbouw*²⁶

The initiative of "Dampoort KnapT OP!" is led by the Community Land Trust, in the city of Ghent. The aim of the initiative is to create a more favourable access to housing for people, by allowing individual to buy a house, without having to pay for the price of the land it is built on. The Trust maintains the ownership of the land. This initiative is for the moment entirely based upon private funds. "Samenlevingsopbouw" (Building up Society) is an initiative of the region of Flanders implemented also by the city of Ghent, similarly run on private funds (trust fund). It primarily supports affordable housing, but also focuses on community building, and social sustainability. It targets socially vulnerable groups.

Capacity building

Investment in human capital could also be a key area of intervention for the Facility, as in the training for public officials to ensure they possess the necessary expertise to implement raising awareness policies. The Inclusion Blending Facility could support with its products projects involving capacity building and training for employees on migration, as in the area of cross – cultural communication and diversity management. A potential category of pilot projects could relate to capacity building

²⁵ Stödplattform för migration och hälsa (MILSA), Malmö University website, <https://www.mah.se/milsa>

²⁶ 'Samenlevingsopbouw Gent' website, <https://samenlevingsopbouwgent.be/>

initiatives for employees of the city council and for teachers, social workers, medical staff, pupils, NGOs and other private enterprises (Riga). Investments should also focus on education for migrants as in access to language, specifically for professional use (not only day-to-day language skills). Improving the preparation of city officials and public employees in addressing intercultural barriers has positive consequences in fostering intercultural and interreligious dialogue, reducing the discrimination of socially excluded groups, preventing violence and ensuring the inclusion of migrants and refugees in their hosting communities. Investment in human capital can also entail investment in physical infrastructures, such as reception centres (Milan), hospitals and schools (Tampere) or the realisation of cultural institutions or centres with a broad focus on social inclusion (Brno) or investments in initiatives aiming to development of local communities (with broad interlinkages with housing projects), and tackling violence and discrimination (Gdansk). Projects to be funded could also take the form of awareness campaigns for the civil society (Riga).

Job creation

Job creation is also a potential area, quoted by several cities, for investments funded by the Inclusion Blending Facility. Some cities already have made investments in infrastructure to this extent and could be better assisted in their actions; for example certain cities have already established orientation centres which operate as a matching facility for job seekers and firms. Innovative funding solutions could support migrants in making their already existing entrepreneurial activities successful; they could guarantee that entrepreneurial migrants are able to access legal support (i.e. in understanding the legal framework of the country in which they live and start business) as provided by municipalities (Nicosia). Innovative and growing sectors, as the circular and green economy, could provide opportunities for the inclusion of migrants and asylum seekers in the job market. Ultimately, investment projects focusing on job creation should foster the vision of migrants as a key resource for the internationalisation of firms; migrants can contribute to the development of new foreign markets for domestic firms. The Inclusion Blending Facility should also target projects that provide vocational and professional trainings - also in learning the language from a professional perspective – keeping in this perspective enterprises and languages centres or associations as the final beneficiaries of investments (Nantes).

Synergies across investment areas and spill overs for other socially excluded groups

Concretely, cities pointed to a wide array of different projects that the Inclusion Blending Facility could target, from investments in infrastructure to programs of social assistance. Eligible projects could also regard the training of those professional categories involved in the inclusion policies, or the provision of vocational training directly to migrants and refugees. The target groups of such investment projects can be the municipalities themselves as well as schools and hospitals, the private sector or, directly, migrants and refugees.

All in all, cities tended to highlight the existing linkages across investment areas (Brno, Gdansk, Malmö and Tampere). Investment projects should not be supported in isolation: the Inclusion Blending Facility should address projects entailing distinct investment areas with a global perspective through integrated investment programmes. The selection of projects to support should be implemented in a coordinated way, instead than by simply employing a thematic focus. This would favour the realisation of synergies. For example, investments in the training of officials implementing inclusion projects and interacting with migrants and refugees do not only improve the capacity of cities but could also prove beneficial in the inclusion of migrants into the labour market, showing the synergies between investments in human capital and investments in job creation. If, in fact, officials are better trained in addressing intercultural barriers, this can facilitate migrants in their job search.

In addition, investments with the aim to target the inclusion of migrants and asylum seekers may have positive spill-overs also on the quality of life of other socially excluded groups. As an example, investments in housing projects can generate benefits for a broader target group, going beyond

migrants and asylum seekers and including other marginalised minorities or poor parts of the urban population. This is a consideration that should be done in designing the support of the Inclusion Blending Facility to investment projects. It is crucial, as well, that projects' targets include so-called second-generation children (this was indicated by the city of Turin), whose legal status may vary depending on where they were born or at what age they migrated to the hosting country, etc. Discrimination is a real issue for this group, due to ethnic or cultural background, inhibiting them in both house-seeking and job-seeking. Excluding second-generation children from projects on social inclusion, based on the fact that in some Member States they may receive the nationality would not be the most effective approach to solve the problem of inclusion of migrants. The target of projects must therefore be constructed in a way to include both "legal" status as well as "cultural" status, in order to be effective.

Suggested design of financial products

Cities provided reflections regarding how to best tailor the products under the Inclusion Blending Facility to their needs. Preliminarily, cities lack in some cases the expertise to understand the complexity of some financial products. It would be fruitful, therefore, to accompany the products of the Inclusion Blending Facility with technical and advisory support and clarifications, regarding their features and best target areas.

Cities see financial support to be valuable, and perceive the creation of the Inclusion Blending Facility as the possibility to further diversify their access to funding. In some cases financial instruments could be complementary to other funding instruments, leading some cities to see with favour a combination of grants and loans (Barcelona). Although in certain contexts the products that the Facility will offer might work, the approach would have to be streamlined to the needs and conditions set by cities or municipalities. Cities incurring for example in relatively smaller volumes of migrants, as Tampere, face with a less pressing need the possibility of using financial instruments.

Non repayable financial support

In designing a Facility which aims at combining grants with a loan component, it is important to register that cities indicated in many cases their interest in a form of non-repayable financial support. This is due to unfavourable financial conditions for some municipalities, which are concerned about bearing the cost of additional financing (Gdansk, Nantes); the current financing conditions of some municipalities makes it difficult for them to consider other forms of financing (Milan, Nicosia). This type of support is likely to fall outside of the scope of the Inclusion Blending Facility, but it is necessary to keep in mind the existence of budget constraints for some cities, at the moment of offering funding support, based on loan components.

Micro-lending to business

Access to low interest business loans would be very important for newly arrived entrepreneurs, with some of the cities, as Vienna, stating that there is a need for micro-credits accessible for self-employed workers. Investment grants and loans could be provided directly to migrants who are in the process of starting their new business (Tampere). Alternatively, the Inclusion Blending Facility could consider loans to financial intermediaries for lending operations to micro, small and medium sized enterprises. Micro-investments for example could be used to support an active engagement of the local banking systems. The selection of business cases demonstrating the capacity of migrants to solve financial loans, could serve as a further incentive for banks to provide funding to migrants.

However, conclusive evidence still has to be reached relatively to the effectiveness of this form of support. Micro-lending has been unsuccessful for example in Malmö, despite the involvement of a validation process was run with ALMI, a venture capital company which invests in Swedish firms with scalable business models. Further investigation on the topic may be beneficial.

Financing investments in infrastructure

Cities would like to ensure that the Inclusion Blending Facility will finance projects capable to generate the necessary returns on investments to repay financial instruments. Along these lines, cities inquire whether financial instruments as loans, equity or guarantees are the best tool to target all types of investments on migrants and refugees (Utrecht and Tampere). Some projects do not generate direct economic returns and thus may not be appropriately targeted by these instruments. A return on investment would be required, raising the question as to which subjects would repay the capital provided and the interest, and which resources would be used to do so. Certain products of the Inclusion Blending Facility might be more adequate for specific projects, investments in housing infrastructure, in which returns are economically visible and tangible. It should then be taken into consideration whether the financial instruments would be exclusively dedicated to infrastructure projects or real estate.

Identifying a suitable duration for financial instruments

Reaching a clear break-even point, with economic returns surpassing initial costs, would be feasible relatively to some investment projects in physical infrastructure (as said for the case of social housing projects). It would nevertheless take a considerable time (i.e. ten years as a minimum), and the timeframe of the financial instruments to be offered to cities should take this into account and offer adequate tenors.

Private sector involvement

The overall feedback provided by cities indicates that the private sector would be interested in contributing with funds to and participating in the Inclusion Blending Facility. Migrants are seen as a potential source of qualified professionals and an opportunity for recruiting new profiles (Brno, Nantes, Vienna), and have therefore a direct interest in the success of the Facility.. In addition, private companies would possibly profit from being able to access to new users and consumers, providing services to the migrant community (Barcelona, Athens).

As previously mentioned, some cities already experienced profitable forms of cooperation with the private operators in funding municipal projects. In Ghent, the private sector is already contributing funds to initiatives in other areas, which makes it likely that they would contribute to the Inclusion Blending Facility as well. For Milan, the private sector should be seen as an essential local partner in the implementation of the Facility, including the “not for profit” sector, and may also be interested in co-investing in the future. However, innovative ways should be developed to further engage the private sector, beyond a direct request for funds. Vienna mentions for example “business angels” as actors that would be interested in funding the Facility. The private sector may be interested also in Riga, depending on the scope of the Facility and the degree of openness to diversity.

Other cities shared concerns with regard to the opportunity of involving financing from the private sector, pointing to the misalignment of the incentives of private operators and the general objectives of the initiatives about social inclusion. In the case of Malmö, the private sector is not willing to pay directly into projects, although private actors show willingness to cooperate with public institutions to enhance integration in society. Private sector interest in funding does not seem realistic in Tampere. Attention should be paid in case companies may seek to increase profits rather than provide high-quality (social) services. Nicosia shares a similar concern, fearing that the private sector would be primarily interested in profit, and thus does not foresee a deeper engagement. Utrecht raised the question of whether it would be appropriate to allow companies to make profit using the instruments from the facility.

4. Conclusions

Europe has become a continent of migration, with cities being at the forefront in the challenge of integrating migrants and refugees...

In the last decade, Europe has experienced increasing influxes of migration. Especially since 2011, the continent experienced a sharp increase in asylum applications. Although it remains difficult to forecast the time and dimension of future migration waves, one can assume that migration will still characterise the next decades to come and that, consequently, the inclusion of migrants and refugees in European societies will remain a key challenge in the future. Challenges are first and foremost about ensuring that migrants and refugees are successfully integrated into the receiving communities, who will need to secure their health and well-being, to address the renewed call for adequate and affordable housing, to access to learning opportunities and the job market.

Cities are at the forefront of these efforts, as migrants tend to move towards urbanised areas in search for jobs and better living conditions. At the same time, the growing number of incomers is putting the capacity and finances of cities under strain, which makes cities' access to funding even more important.

...cities have tried to secure funding, making use of the existing sources...

In order to secure the necessary funding, a wide array of financing sources is currently being used or at the least investigated by the interviewed cities (international, EU, national, and regional). Funds from ERDF and ESF have been employed for the integration of new arrivals, for the realisation of the needed infrastructures (e.g. renovation of hospital and schools, set up of welcoming centres), for the implementation of job projects. The set-up of the Asylum, Migration and Integration Fund for the period 2014-2020 was a positive innovation, as it targeted EU resources directly to the management of migration flows within Member States.

...which however present shortcomings as they do not entirely respond to cities' needs...

There remains shortcomings associated with existing funding mechanisms which limit a city's capability to secure sufficient funding. As EU funds are mainly channelled through national governments, some often lengthy approval procedures impair the efficient allocation of resources, making it difficult often for cities to access the funds they need. This is why cities call for a more direct access to funding. At present cities feel to be only indirectly involved in the decision making process setting the strategic priorities for EU funds. They hence advocate for a more direct involvement in the design of the rules and administrative aspects, in order to be able to better voice their needs and concerns.

Cities see limited flexibility in the way funding is allocated for the integration of migrants and refugees. Flexibility is similarly limited with regard to the use that cities can make of resources, which limit the possibility to meet and effectively respond to different local needs. Cities suggest that if more flexibility is allowed in this respect, it would create room for innovative funding mechanisms.

...it appears that a market failure exists, resulting in a financing gap at city level ...

Cities mostly rely on EU, national and municipal budget funding to address their financing challenges when it comes to providing services for migrants and refugees. In addition, cities find it difficult to attract financing from private sector institutions, given that much of the investment needs are not revenue generating even though they may bring strong social and economic benefits. When asked to estimate the cities' financing gap, these range from a quarter of a million to several millions, depending on the size of the city. Given the complexity of access to and competing priorities for

national funding, cities call for a more direct access to funding to have more involvement in the decision making process; to have greater control over how funding for the integration of migrants and refugees is managed; and to avoid lengthy approval procedures, which result in delays and affect the timely availability of funds.

...an Inclusion Blending Facility should feature specific elements...

Cities look favourably upon financial instruments that may support them in the seek for secure, flexible and directly accessible funding.

The Facility should provide direct access for cities to AMIF and other EU funds. The introduction of the Inclusion Blending should improve the involvement of local authorities in the determination of intervention priorities. Given the urgent nature of projects targeting migrants and refugees, the provision of a flexible and easily accessible financial support from the Inclusion Blending Facility will be a key.

The Inclusion Blending Facility will be employed under the conditions that funding is provided at low interest rates, to avoid imposing an additional cost on cities, especially those with unfavourable financial situations. It is important to ensure that the implementation of the facility does not create additional administrative burden for cities, as there is a shared expectation across cities that the Inclusion Blending Facility constitutes an occasion for simplification of the existing system. Cities also seek non-financial forms of support, as technical support on how to make the best use of the financial products in initiatives targeting migrants.

...and include a range of financial products, to the benefit of specific target groups

Funds mobilised through the Inclusion Blending Facility would be fit to target several priority areas, from infrastructure investments in housing, reception centres, and health facilities to the provision of trainings to officials on cultural communication and diversity management, or to the design of raising awareness policies. The target groups of such investment projects can be the cities themselves as well as schools and hospitals, the private sector or, directly, migrants and refugees.

Financial products could, according to the cities' suggestions, take the form of micro-loans to businesses or products for financial intermediaries. Alternatively, they could be designed specifically for investments in infrastructure. In designing the range of financial products that the Inclusion Blending Facility could deliver, regulators could consider products based on a broad component of grants or other forms of non-repayable financial support. Financial instruments such as loans, guarantees or equity would fit in funding social inclusion policies, if targeting certain category of investments. Along these lines, projects which generate a tangible return on investment would be more adequate to repay the cost of the capital borrowed, as compared to other projects whose return is less immediate or less visible in financial terms. Investments in education or in projects targeting intercultural dialogue may generate benefits for cities, which would nevertheless take place on a longer time horizon and would be more difficult to quantify in economic and financial terms. A proper blending of grants and loans and a proper design of financial products' maturity should take in consideration the particular nature of investment projects associated with social inclusion policies.

Therefore, an Inclusion Blending Facility that would help to address the identified financing gaps and establish synergies with other sources of funding is recommended. This Inclusion Blending Facility should enable to blend grants from AMIF and possibly also other EU-funds (like ESIF) and combine these with EIB loans. This would make financing directly available to cities and financial intermediaries to implement investments for migrant and refugee inclusion alongside financing for other investments in the city budget. The Inclusion Blending Facility would potentially finance a wide typology of projects, including financial and non-financial types of support, such as: housing provision, healthcare infrastructure, initiatives to stimulate job creation and entrepreneurship and institutional

capacity building, all as part of an integrated investment programme. It is recommended that the Inclusion Blending Facility offers a suitable variety of financial products, including equity, loans and guarantees at favourable financial conditions and adequate tenors, building on the experience from other financial instruments and ensuring added value.

Annex 1 List of cities interviewed as part of the market testing exercise

Country	City
Austria	Vienna
Belgium	Ghent
Cyprus	Nicosia
Czech Republic	Brno
Finland	Helsinki Tampere
France	Nantes
Greece	Athens
Italy	Milan Turin
Latvia	Riga
Netherlands	Amsterdam Utrecht
Poland	Gdansk
Spain	Barcelona
Sweden	Malmö Stockholm

Annex 2 References to EU Legislative and Policy Documents

The documents listed hereafter have been referenced specifically in Section 2.2 of this Report.

- Conclusions on the Tampere Summit:
http://www.europarl.europa.eu/summits/tam_en.htm?textMode=on
- The Hague Programme:
<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52006DC0332>
- The Stockholm Programme:
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2010:115:0001:0038:en:PDF>
- The European Agenda on Migration:
<http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1485255362454&uri=CELEX:52015DC0240>
- Treaty of Amsterdam:
<http://www.europarl.europa.eu/topics/treaty/pdf/amst-en.pdf>
- Common Basic Principles for the Immigrant Integration Policy:
<https://ec.europa.eu/migrant-integration/index.cfm?action=media.download&uuid=29C7FD4E-BA62-D4EA-18A8C8B34E873190>
- European Agenda for the Integration of Third-country National:
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011DC0455&from=en>
- Action Plan on the integration of third country nationals:
https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/european-agenda-migration/proposal-implementation-package/docs/20160607/communication_action_plan_integration_third-country_nationals_en.pdf
- Green Paper on the future Common European Asylum System:
<http://eur-lex.europa.eu/legal-content/EN/ALL/?uri=celex:52007DC0301>
- Policy Plan on Asylum:
<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52008DC0360>
- Dublin Regulation III:
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:180:0031:0059:EN:PDF>
- Regulation on European Regional Development Fund:
<http://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX%3A32013R1301>
- Regulation on European Social Fund:
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R0516>
- Regulation on the European Structural and Investment Funds:
<http://eur-lex.europa.eu/legal-content/en/TXT/?uri=celex%3A32013R1303>
- Regulation on the Asylum, Migration and Integration Fund:
<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014R0516>
- 1951 Convention relating to the Status of Refugees:
<http://www.unhcr.org/3b66c2aa10.pdf>



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