



# Mediterranean City-to-City Migration

## Dialogue, Knowledge and Action

### Thematic Peer to Peer Meeting on Employment and Entrepreneurship

*Madrid Patio de los Cristales, Casa de la Villa, 3-4 November 2016*

## Report

European and Mediterranean cities of the **Mediterranean City-to-City Migration (MC2CM) project** met in Madrid on 3-4 November 2016 to discuss **Migrants' Employment and Entrepreneurship** in the framework of MC2CM project 2<sup>nd</sup> thematic peer-to-peer meeting.<sup>1</sup>

The meeting was opened by Jorge García Castaño, city councillor, who stressed Madrid strong political stand on migration and stated that the city “can welcome many more migrants in the future”. The hosting city offered a welcomed platform for local authorities to exchange learning and know-how on strategies to support migrants' access to the labour market.

The results of the 2-day discussions are summarised in this report along **main challenges and opportunities** and are completed by extracts in separate text boxes from the **Reference paper on Employment and Entrepreneurship** (accessible [here](#)) prepared and shared with participants ahead of the peer-to-peer meeting. **Three of the meeting's case studies** are presented at the end of the document (Madrid Agency for Employment and “Cuidamos Centro” initiative, the concept of “decent job” and Sweden's Fast Track Initiative) and **links to all presentations** are proposed throughout the document.

## Key learnings on Migrants' access to employment<sup>2</sup>

- **Challenge 1** Migrants, especially those in irregular situation, are **reluctant to interact with local authorities** or report exploitative labour situation. Cities can improve communication and built trust with migrants looking to integrate the labour market by **establishing solid communication channels**.
- **Challenge 2** Local authorities have limited room for manoeuvre when **national regulations do not allow asylum seekers to work** or benefit from public initiative for job integration/language training during the first months of the asylum application process. Cities

<sup>1</sup> [MC2CM](#) is co-funded by the EU and the SDC. The project is implemented by a consortium led by ICMPD in partnership with UN-Habitat and UCLG, with UNHCR as associate partner. Peer-to-Peer topics were identified by MC2CM cities during a Technical Workshop in March 2016. This meeting follows Lisbon's on Social cohesion and Intercultural and Inter-religious dialogue and is one of the 7 to take place in 2016 and 2017. Meeting documents and presentations are available [here](#)

<sup>2</sup> Cities experiences and interest led discussions to focus mainly on employment with limited exchanges on migrants' entrepreneurship. Background information on this theme is available in the [Reference document](#)

can take advantage of this phase to **prepare their future access and integration in the labour market**.

- **Challenge 3** Regardless of the **level of delegation of powers to local authorities** in each country, cities play an important role in local economic development. While **multilevel governance is necessary, services provision is an entry point** for cities to align policies to local realities and impact migrants' integration in the labour market.
- **Opportunity 1** As **employer and buyer of goods and services**, cities are a main actor of employment at the local level. They can use this powerful lever to **promote and support the emergence of inclusive local labour markets** and introduce good practices both in public and private sector.
- **Opportunity 2** Cities and metropolitan area are **economic drivers** and attracts migrants looking for work opportunities. Even in the case of high national unemployment rate, there are sectors in need which can offer job opportunities for migrants. Cities can support **the building of skills and competences of migrants to match the labour market needs**.
- **Opportunity 3** In **ageing host communities**, migrants provide new opportunities for wealth; cities can **mobilise the talents of migrants**. They must **recognise the competences and qualifications** migrants already acquired in their country of origin.

## Key learnings on Street vendors' access to employment

In the framework of a group work on a case study, participating cities discussed the specific challenges of street vendors' access to employment.

- **Challenge 1** Street vendors are in a state of **extreme vulnerability**, no alternative routes of employment are offered to them. For fear of expulsion, they do not use municipal resources. To reach out to and communicate with illegal migrants who work as street vendors, some cities tries to counter the misinformation, one person at a time; other support and facilitate the work of associations that assist street vendors in their path towards integration and toward a better life.
- **Challenge 2** The **gap between local authorities' understanding of the phenomenon and the reality on the ground** is an additional challenge. The **absence of information** on the actual situation of people carrying out such activities and of a **formal representation** of street vendors (through associations or cooperatives) that would voice their difficulties and lead **dialogue with local authorities** is seen as an additional difficulty; cities can support their emergence.
- **Challenge 3** Sellers are **victim of mafia's networks** and are constantly in the fear of municipal police intervention. The issue needs to be addressed with **legal tools** and the **capacity of local police** to deal with the specificity of illegal street vendors must be improved.
- **Challenge 4** The activities of street vendors **entail public health risk** with the selling of unauthorized products. The **wider public** can also play a key role to limit the street vendors' activities: **awareness campaigns** can help to make the counterfeit products less appealing to consumers.

## CONTEXT

Migration is a global phenomenon as much as it is a local reality. It is present and it is shaping the DNA of cities, including the private sector. Fast population growth in cities can pose considerable challenges for local governments in developing effective economic integration policies; notwithstanding, local authorities and the private sector can work individually and jointly in devising measures that will reap the benefits of migration and minimise the risks associated with it. Migrants and refugees can be seen as a solution for some challenges such as: the ageing labour force in the EU, skill gaps, making cities attractive and marketable in the need to diversify the economy making it more resilient and competitive in a global market.

**Facilitating (speedy) entry of migrants into the labour force - into companies as employees or as self-employed entrepreneurs** - is a way to ensure better and more effective city-level integration that leads to reduced poverty (e.g. employment is often a prerequisite to accessing housing and other essential services), less burden on the welfare system wherever it exists and leaves less room for exploitation and criminal activities.

Obstructing access to the labour market over a prolonged period of time can spur the informal labour market and illegal activities – it can have negative consequences not just for adults, but also for children who may be sent to the street to earn money as a livelihood strategy for the family instead of going to school. Instituting a zero-tolerance policy to labour exploitation is a first important step in the right direction.

Migrants and refugees should be able to fully realise their potential that would enable them to contribute in a positive way to the societies in which they reside.

There are a number of international and regional human rights instruments in place to ensure labour rights and address exploitation and local and national authorities should invest to translate this normative framework into concrete and effective measures.

## Migrants' access to employment

**Challenge 1** Migrants, especially those in irregular situation, are **reluctant to interact with local authorities** or report exploitative labour situation.

**Cities' approach** Improve communication and build trust between the city and migrants looking to integrate the labour market by establishing solid communication channels, through:

- **Mediation and awareness raising campaigns:** in Lyon or Madrid, such initiatives enabled the city to reach out to migrants' street vendors who otherwise are not in contact with public services.
- **Coordination mechanisms with civil society:** Tangier Committee for Education and relations with Civil Society mainly go through local associations to reach out to migrants. The city also supports the dissemination of information on national policies relevant to migrants to civil society.
- **From ad-hoc consultation to sustainable coordination process:** Beirut conducted a consultation with representatives of Palestinian refugees living in the city's camps, where major health and security issues must be addressed. The process contributed to identify the necessity

of a coordination process to improve life in camps and to concrete action where job opportunities will be created for refugees to manage specific issues.

- **Information and liaison centres:** Gaziantep Metropolitan Municipality established a migration office in view of providing appropriate, effective and demand-oriented services for Syrian refugees. The office enables the municipality to coordinate its action with other local and international stakeholders. Further, an Employment Center was established to support with skills building through vocational training, language training and the incubation of businesses. So far, the Employment Center has helped 1,200 persons to yield jobs, mostly in the service sector, and has facilitated the creation of around 900 Syrian shops in Gaziantep.
  - ❖ *Gaziantep initiative could be duplicated in other cities welcoming high number of migrants and which do not have established coordination mechanisms with the civil society working with migrants, such as Beirut.*
- **Migrants' representation:** Migrants who do not manage to access formal labour market will accept lower wages with no security or social protection. Cities can support associations that play a watchdog role and support ethical employment practices with the aim of preventing cases of discrimination.
  - ❖ *Such associations can also introduce migrants to professional networks, offer awareness raising activities, training and draft shadow reports to monitor the human rights situation and submit these to city committees.*

**Challenge 2** Local authorities have limited room for manoeuvre when **national regulations do not allow asylum seekers to work** or benefit from public initiative for job integration/language training during the first months of the asylum application process.

**Cities' approach** Take advantage of this phase to **prepare asylum seekers future access and integration in the labour market**.

- In Sweden, the government supports asylum seekers' skills building and strengthening by facilitating **pro bono work** and language training. Although asylum seekers are not allowed to have a paid-for job during this period, the government's initiative enables them to acquire on-the-job experience.
- In Vienna, federal law only allows asylum seekers to work 6 months after applying for refugee status. However, they face difficulties accessing the labour market after this period. A new initiative from the municipality called "**Start Wien**" supports integration from day one with **language class, counselling and orientation**. The first feedbacks are positive.
- National policies may not provide a coherent response to local realities. In many countries, irregular migrants have access to health and education but are prevented from access to a job, and therefore from integration. Cities can voice such **inconsistencies**.
  - ❖ *How much **financial and human resource** should governments dedicate to early integration process for asylum seekers who might not be granted the status of refugee?*

**The experience of Trelleborg, Sweden:** Trelleborg is Sweden's most southernmost municipality with just over 43,000 inhabitants. Between September and December 2015, over 45,000 refugees arrived in Sweden via its harbor. Early on, the municipal leaders realised that it is important to make the connection to trade and industry in order to contribute to long-term solutions for the newly arrived. Instead of thinking in terms of 'giving people something to do' to keep them occupied, their approach was to give them something to do for real. Through the quick introduction to professional networks and matchmaking efforts, the integration of refugees into the labour force in Trelleborg has been speedier than in many other municipalities and countries. Sweden has introduced a regulatory framework allowing asylum seekers to work while waiting for the asylum application to be processed. Even if the asylum seeker cannot find employment, they can gain practical experience without pay with companies and organisations. Asylum Seekers are exempted from the requirement for a work permit if they are recipients of an Asylum Seeker Card. The municipality has taken the initiative of developing a short guideline for other cities, called '8 Theses for a Better Reception of New Arrivals'.

"If we expect people to fail, they will undoubtedly fail. If we expect them to succeed, they will" (Patrick Möllerström, Head of Unit, Department of Labour, Municipality of Trelleborg)

**Challenge 3** Regardless of the **level of delegation of powers to local authorities** in each country, cities play a key role in local economic development and employment.

**Cities' approach** While **multilevel governance is necessary**, **services provision is an entry point** for cities to align policies to local realities and impact migrants' integration in the labour market.

- Some cities call for **lobbying** to reform and modernise laws and regulations.

**Opportunity 1** As **employer and buyer of goods and services**, cities are a main actor of employment at the local level. They can use this powerful lever to **promote and support the emergence of inclusive local labour markets** and introduce good practices both in the public and private sector.

**Cities' approach** **Rise awareness and build capacities** of municipal employees and actors of the private sector with the view to develop practices that support migrants' integration in the labour market.

- Train civil servants on **positive discrimination, diversity oriented employment and corporate social responsibility**, as at Lyon's agency for employment (Maison Lyon pour l'emploi) or in Vienna.
- Train civil servants on **multicultural management** as in Vienna where the city - the biggest employer of Austria with 60 000 civil servants - has started reflection on how to adapt to an increasing diverse society.
- Put **incentives in public contracts**: In Beirut for example, the job market is characterised by

limited opportunities and high competition, which lowers the opportunity of migrant workers. When launching tenders for public contracts, municipalities can include incentives for businesses to allocate jobs to migrants in their offer for public contracts.

- ❖ **Chamber of commerce with a city-focus mandate can have a strong impact in facilitating a diverse workforce while watching over possible systemic abuses in the private sector: they can provide free-of-charge workshops for management on ethical and diverse recruitment, support matchmaking initiatives between potential employers and recent immigrants, as well as lobby for improved regulatory conditions for migrants to access the labor market.**

**For companies, diversifying their workforce is increasingly recognised as an effective human resources policy:** those with a diverse workforce will outperform those with little – the reasons for this are manifold. Through the employment of people with a diverse migration background comes the benefit of having connections to a new market and new perspectives on business processes and operations that lead to better marketing to specific target groups, the opportunity to fill labour market shortages with specific know how and skills in the company, and to enter new consumer markets. According to Koser<sup>1</sup>, migrants that are well integrated in the company are also those with higher level of loyalty towards their employers resulting in less turnover and absenteeism, which in turn leads to higher productivity and motivation. Those who understand the opportunities that come from hiring an ethnically diverse workforce are those that can think and act globally, and are in turn also those that will succeed in the long-run. This simple equation may lead to the assumption that the private sector can and should be able to freely choose the best and the brightest, or even those that can fill a specific skills gap in the company by accessing a global labour market. Reality though shows a different picture: administrative barriers and restrictive and lengthy immigration policies present disincentives to the private sector's global recruitment policy. Specifically, such barriers can be restrictive work permits, complicated procedures for the recognition of diplomas, requirements for the private sector to pay high minimum wages that do not reflect local realities or the migrants and refugees uncertain legal status. Additional barriers present themselves to those migrants and refugees who may not necessarily have higher education; they are often those who may be more at risk of being exploited by the private sector.

<sup>1</sup>Koser, K (2013): The Business Case for Migration. <http://www.gcsp.ch/News-Knowledge/Publications/The-business-case-for-migration2>

**Opportunity 2** Cities and metropolitan areas are **economic drivers** and attract migrants looking for work opportunities. Even in the case of high national unemployment rate, there are sectors in need which can offer job opportunities for migrants. Cities can support the **building of skills and competences of migrants to match the labour market needs.**

**Cities' approach** Based on an **accurate knowledge of local labour market** cities can support migrants with targeted skills' building through tailored trainings to match the market needs.

- **Identification of sectors and competences needed by the market.** With a clear picture of sectors in need, cities can support migrants' capacity building in relevant sectors. Madrid

Agency for Employment acquired a better knowledge of key positions that generate a large volume of jobs locally and of the competences local businesses are in need of. Based on this assessment, the Agency offers **employment programmes in specific sectors** (Gardening, Hospitality, Cleaning, Hairdressing and Aesthetics, Building Maintenance and Environmental awareness), such as with “Cuidamos Centro” initiative which focuses on environment awareness in the historic centre of Madrid where waste collection and cleanliness needs to be improved.

See [Case study 2](#) on Madrid Agency for Employment and “Cuidamos Centro” initiative

- **Professional/paid for training programmes:** Madrid Agency for Employment offers a specific training programme to vulnerable populations –including migrants- facing difficulties to enter the job market. It supports long time unemployed persons to overcome barriers, acquire practical on-the-field experience and bring them closer to work integration. Through a 3-phase programme, participants receive technical training, practice and support to access to labour market in a wide range of sectors. During 9 months, participants are in the virtuous cycle of employment; they are employees of the Agency with an employment contract and receive the national minimum wage.

See [Case study 2](#) on Madrid Agency for Employment and “Cuidamos Centro” initiative

- **Partner with the private sector or civil society organisations.** In Lebanon, not all sectors of the job market are open to migrants. Some professions have recently been opened to Palestinian refugees to face shortage and Syrian refugees with residency are allowed to work in the environmental and cleaning sectors. Still, many Syrians struggle to find work amid a limited number of job opportunities. [Recycling Beirut](#) initiative is “merging two problems into a solution”: the project contribute to solving the country’s waste crisis while offering work opportunities for vulnerable Syrian refugees in the country. Such projects need authorisations from public authorities because they deal with health aspects. Municipalities can support the development and the funding of such social businesses. Once public authorities recognize an initiative and engage as partner, more people are likely to subscribe and ensure its success.
- ❖ *Migrants are usually offered the jobs the less appealing with difficult work conditions that nationals are not interested in. One of the pitfalls is the assignation of migrants to specific sectors. Cities must be aware that for migrants’ integration to succeed, other sectors must open to them (Fons Catala).*

**Opportunity 3** In **ageing host communities**, migrants provide new opportunities for wealth; cities can **mobilise the talents of migrants**.

**Cities’ approach** Recognise the **competences and qualifications** migrants already acquired in their country of origin.

- In Sweden, “Fast Tracks” initiative aims to provide a quicker integration in the labour market by offering refugees **a job that matches their skills**, and by making the link between sectors in need and unemployed migrants. An application on smartphones/computers where asylum seekers enter their education level was created for authorities to **map the competencies of**

**asylum seekers** and connect them with potential employers.

See [Case study 3](#) on Fast Tracks initiative

- To **transfer their qualifications**, migrants newly granted the refugee status in Sweden must present to authorities the diplomas they received in their country of origin. After examination, candidates receive the complementary education needed before they can apply to the licence of their profession. During this transition phase, “Fast track” accompanies refugees to find another job to support them.

See [Case study 3](#) on Fast Tracks initiative

- ❖ *Other obstacles can arise such as **competition with nationals** in the case of foreign doctors with the status of refugees in Sweden who face difficulties integrating a health centre for their 6-month training due to competition with Swedish students; or when highly educated migrants face barriers to fit in the labour market because they have not worked after graduating in their country of origin, such as Syrian women refugees in Vienna.*

## Street vendors’ access to employment

Madrid municipality lead a group work on the specific challenges of street vendors’ access to employment.

See Madrid municipality full presentation [here](#)

**Background information:** The informal economy refers to all economic activities that are, in law or practice, not covered or insufficiently covered by formal arrangements. Informal employment, whether in the form of self-employment or wage labour, is commonplace in many urban economies, yet it often remains under the policy makers’ radar. The informal sector can help the ‘poorest of the poor’ as much as it can harm them: these are people who fall out of the social protection net and who cannot access social benefits as they do not pay into the tax system. They are also often confronted with precarious working conditions as they are not integrated into the labour market and are exposed to occupational hazards, e.g. higher risks associated with the produce they sell or the locations in which they operate. At the same time, it allows them to earn a living in a likely dysfunctional ecosystem that did not allow them to access the formal labour market in the first place. Being an integral part of urban economies, street vendors can create value for the cities at large: city planners and policymakers can gain a lot not just by merely allocating space for street vending, but by also including them in all aspects of city planning and decision making, and by strengthening legislation to offer protection from harassment by police, civic authorities and other.

When talking about street vendors, Madrid refers to **the activity of showing and selling in the street imitation and counterfeit products, without authorisation, at prices below the market price and through illegal marketing channels**. In Madrid, street vendors commonly use a blanket or extended sheet to display and facilitate the collection of their products, hence their popular designation in Spanish “*manteros*” (blanket).



Cities put in place different strategies to face the phenomenon of street vendors, including through the creation of alternative markets that takes place on a day where regular markets do not set up (Madrid, Amman, Tunis). This, however, only lead to an increase of street vendors' number and activities, without enabling local authorities to better manage the phenomenon.

The following challenges were discussed by cities:

**Challenge 1** Street sellers are in a state of **extreme vulnerability**, no alternative routes of employment are offered to them. For fear of expulsion, street vendors do not use municipal resources. To reach out to and communicate with irregular migrants who work as street vendors, cities adopted different strategies:

- Madrid **encourages them to visit the Town hall** to acquaint themselves with the range of services they can benefit from. However irregular migrants are often dissuaded to do so by mafias who convince them that this will lead to their arrest and deportation. "Cuidamos Centro", an initiative from Madrid Agency for Employment targeting vulnerable job seekers, tries to counter this misinformation, one person at a time.

See [Case study 2](#) on Madrid Agency for Employment

- Street vendors represent a very limited problem for cities, and concern a limited number of persons; Lisbon advocates for local authorities to **remove the barriers that prevent associations/groups to assist street vendors in their path towards integration** and toward a better life.

**Challenge 2** The **gap between local authorities' understanding of the phenomenon and the reality on the ground** is an additional challenge. There is an **absence of information** on the actual situation of people carrying out such activities along with and an absence **of a formal representation** of street vendors (through associations or cooperatives) that would voice their difficulties and lead **dialogue with local authorities**. Cities can support their emergence:

- In Tunisia, street vendors' phenomenon has a strong political aspect because the 2011 revolution's was triggered by the self-immolation of a 26-year-old Tunisian street vendor. Following this, a **spokesman** was nominated to represent street vendors towards authorities in Tunis. In parallel, an informal trade union for irregular workers exists and has bilateral relation with local authorities.
- In Lyon, the city recruited **mediators** to make the link between street vendors and the city and make communication possible.
- Reference was made to Paris informal market "marché des biffins", where vulnerable populations including irregular migrants sell second-hand products they collect. Such set-up can facilitate the emergence of a **"collective"** and the establishment of communication channels between street vendors and local authorities.
- More participating cities advocate for the emergence of **cooperatives** and cities support in this regard, since such group can help regularise trade and people's situation.

**Challenge 3** Sellers are **victim of mafia's networks** and are constantly in the fear of municipal police intervention.

- The issue needs to be addressed with **legal tools**.
- The **capacity of local police** to deal with the specificity of illegal street vendors must be improved.

**Challenge 4** The activities of street vendors entail **public health risk** with the selling of unauthorized products.

- The **wider public** can also play a key role to limit the street vendors' activities: **awareness campaigns** carried out by local authorities can help to make the counterfeit products less appealing to consumers.

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The municipality of Madrid proposed **further options** to help integrate migrants' street vendors in the labour market:

- Create a **coordination forum** with immigrant associations,
- Provide street vendors with **"Citizenship card"** in order to facilitate their identification and registration by municipal services and to offer full access to municipal services (health, social services, employment, etc.). This identification does not substitute formal papers but enables street sellers to have access to some municipal services. It is also a tool to reach out to migrants who otherwise have no contact with the city.
- Support their employment through **socio-labour insertion programmes**, training and certificates, and improve employability, immigration information and orientation offices.

### Case study 1 – The concept of “decent job”

**International Labour Organisation (ILO) works to forge policies to maximize the benefits of labour migration for all those involved; ILO-Madrid representative introduced the concept to participants.**

The concept of decent job is a multifaceted concept that goes beyond merely having a job; it should be viewed as an important means of achieving equitable, inclusive and sustainable development.

A “decent job” involves opportunities for work that is **productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.**

While the right to decent working conditions is laid out in many human rights treaties, there are nonetheless **barriers to achieving the full realisation of their fundamental right.** Risk factors to realising the full potential are linked to the legal and institutional framework, the worker’s personal situation as well as to the workplaces and the employers.<sup>1</sup> Certain sectors in the economy are more affected by severe labour exploitation than others: for instance, in the field of agriculture, construction, domestic work, cleaning, tourism, and the restaurant business, to name a few. Issues of abuse can take the form of passport retention, failure to pay wages or unfair compensation, employer abuse (mobbing, discrimination and even physical ill-treatment) or other. Trafficking in human beings for the purpose of severe labour exploitation is sometimes invisible to the public, especially in cities with a weak legal structure and monitoring mechanisms. Legislative measures to protect and promote labour rights for all need to be embedded in national frameworks and implemented through appropriate monitoring mechanisms, supervisory functions, and instruments for migrants to access legal recourse at city-level.

<sup>1</sup> European Union Agency for Fundamental Rights (2015): ‘Severe labour exploitation: workers moving within or into the European Union: States’ obligations and victims’ rights’, Publications Office of the European Union

### Case study 2 - Madrid Agency for Employment & “Cuidamos Centro” programme

See full presentation on Madrid Agency Employment [here](#)

On “Cuidamos Centro” initiative, see full presentations [here](#)

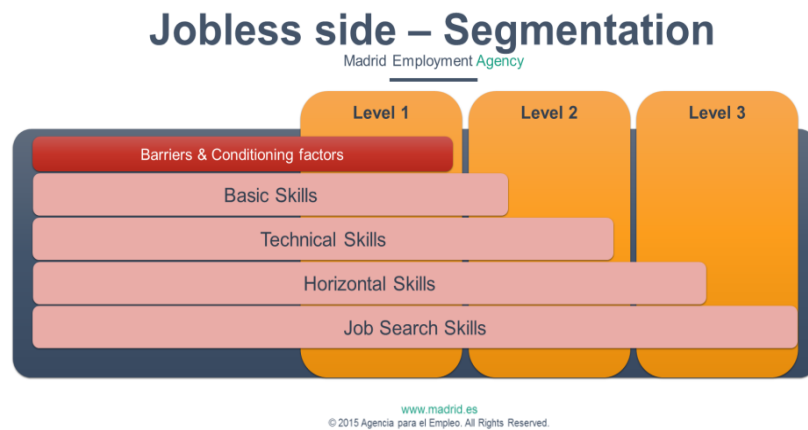
**Madrid presented to participants of the peer-to-peer meeting the “Cuidamos Centro”, an employment training and practice for vulnerable groups. The initiative provides training and paid work opportunities for people furthest away from the labour market. It does not solely target migrants, but these happen to be over represented among the beneficiaries. It is a programme coordinated by the Municipal Employment Agency and District board.**

**Spanish model for employment** is shared management. The national strategy for employment is elaborated in collaboration with the Autonomous Communities and the most representative business and trade unions, and is approved by the Government. The Annual Employment Policy Plan details the objectives of the Strategy to be achieved by the State and by each Autonomous Community (AC). Each AC has employment strategies that set basic principles of its action and they receive funds from central government for its implementation. ACs coordinate their action with entrepreneurial organisations, and some, such as Madrid, collaborate with external placement companies. Information on the management of employment policies and unemployment benefits carried out by the Public Employment Services, State and ACs is collected and made available by the Information System for Public Employment Services; information exchange is therefore facilitated.

In **Madrid**, close to 200 000 persons are currently unemployed, a rate higher than national average.

**Madrid Agency for Employment** acts as intermediary between businesses and job seekers. One of the strategies of the Agency is **to acquire a better knowledge of key economic sectors that generate a large volume of jobs, and of the competences businesses are in need of**. The Agency offers specific programmes to vulnerable populations facing difficulties to enter the job market. It supports them to overcome barriers, acquire practical on-the-field experience, develop transversal competences, and bring them closer to work integration. Madrid community has 19 agencies; between June 2015 and May 2016, 33 657 persons benefited from orientation or intermediation services.

The Agency conducted an analysis which revealed that unemployment main factors are: North South divide, age, gender, education, minority groups and time in unemployment. It further classified in 3 levels the **nature and degrees of job seekers' needs** to enter the work market.



Besides a wide range of approaches such as Labor orientation resources, Intermediation resources, Seminars, Training courses and Job search resources, the **Work based learning** enables the Agency to address unemployed persons' needs to enter the labour market.

### **Work based learning:**

Through 3 phases, participants benefit from

1. A technical training of 150 to 300 hours
2. Practice of 250-500 hours over a period of 5 months
3. Support to access to labour market

The approach offers a **combination of learning of a profession and real remunerated practices**; participants are trainees and employees of the Agency.

The programme offers training in **different sectors, all of public utility or of social interest**: Gardening, Hospitality, Cleaning, Hairdressing and Aesthetics, Building Maintenance and Environmental awareness. **In 2016, 100 workshops** were organised, more are planned for 2017. The finality of the programme is for the participants to find a job; it is a **global integrated approach**, and not a compilation of isolated actions.

## Cuidamos Centro

*Cuidamos Centro* (“We care for the Center district”) is one of 2016 programme’s two pilot projects. *Centro* district is Madrid historical centre, and its main cultural and leisure spot. It is home to 150,000 inhabitants, 40 000 of them are foreign-born. In *Lavapiés* area, in the *Embajadores* neighbourhood, 31% of the 45,000 inhabitants come from 88 different countries. In *Lavapiés*, one “goes around the world without leaving the neighbourhood”; it is also home to Madrid largest number of neighbourhood and cultural associations.



The 9-month project targets unemployed persons of “Level 1” and addresses environmental awareness. In the specific urban structure and fabric of Madrid historical district, street cleaning and waste collection must be improved. The group called “los dinamizadores” (*the dynamizers*), composed of 15 persons, walks the streets, reports on streets cleaning and carries out awareness raising campaigns with individuals, hotels, shops, in the streets of the neighbourhood, alone or in groups of two, with the aim to “inform and galvanize” the neighbourhood.

Beyond environmental awareness, *the dynamizers* fill a gap in municipal action: citizens and passers-by that are accosted usually see the municipality as a distant institution; *the dynamizers* have become the link between the municipality and the inhabitants and contribute to reinforce the community bond of the citizens with their neighbourhood. As one *dynamizer* says: “Queremos fomentar el sentido de pertenencia, el arraigo y hacer del Distrito Centro la seña de identidad de Madrid”/ We want to foster a sense of belonging, rooting and making the Centro District the hallmark of Madrid.



**Eligibility:** Candidates must be registered at an employment office in the municipality of Madrid as a job seeker, and be long-term unemployed. A certain number of places are reserved for speakers of Bengali, Wólof and Chinese language.

**Budget:** Participants to this initiative are employees of the Agency with a 9 months contract and receive a 700€ salary/compensation. The whole programme cost 225,000€ for 15 persons. “Cuidamos Centro” is a new budget line at Madrid Agency for Employment.

### Case study 3 – Fast Tracks Initiative - Swedish Association of Local Authorities and Regions

See full presentation [here](#)

**The Fast Tracks initiative was presented to participants by the Swedish Association of Local Authorities and Regions (SALAR) representative.**

In 2014, 31% of recently arrived refugees in Sweden had high education level. With an ageing population and labour shortage in specific sectors (health and education mainly), Sweden cannot afford to lose the wealth that the skilled new comers represent for the country. Fast Tracks Initiative aims to **provide refugees a faster integration in the labour market by matching skills supply with labour demand.**

The government initiative includes conducting **tripartite talks with the private sectors** in various sectors (tourism, health and medical care, local government, industry, transport, painting, real estate, electronics, building, forestry and agriculture, etc.), **trade unions and relevant government agencies** with the aim to form fast tracks in 20 professions.

With Fast Tracks, asylum seekers have the opportunity to:

- Learn Swedish language in asylum centres and take part in language training in their professional area;
- Benefit from an early assessment of the experience, skills and motivation;
- See their education and professional skills assessed and validated with regard to Swedish labour market specific requirements;
- Receive supplementary educational training, vocational and study guidance;
- Benefit from employment matching;
- Benefit from supervisors and mentors at the workplaces.

By the end of 2016, 2,000 persons had benefited from Fast Tracks initiative. Fast Tracks is funded by the government of Sweden.