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The Urban Lab of Europe !

# The MILMA Project Journal N°1

*Project led by the City of Fuenlabrada*



**INTEGRATION OF  
MIGRANTS & REFUGEES**



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Development Fund



Région  
Hauts-de-France

# The MILMA project

As one of the key challenges faced by the City of Fuenlabrada is the integration of immigrants, the MILMA Project seeks to increase migrants' integration perspectives through access to employment, with the creation of practical experiences specifically targeted at market niches with present and future potential to create employment opportunities.

The City of Fuenlabrada formed a strong private-public partnership to test an experimental formative process, directly connected to the development of products and services demanded on the market. This is made possible through the identification of "Business Challenges" (BCs), created in 7 specific areas identified as potential generators of employment. Local social enterprises and companies will be engaged to lead and co-manage, together with the Fuenlabrada Center for Entrepreneurship and Innovation, the seven BCs.

The challenge-driven training program will help participants to consolidate their connection with the network of local companies engaged in the Labs, by solving their needs and pushing the adoption of new innovative products/services.

In parallel, integration will be fostered through collaborative work between locals and migrants, gathered together into "Experimental Teams of Employment and Integration" (ETEIs) within BCs Labs. ETEIs will favor an effective process of integration, facilitating migrants' social and economic integration.

This acculturation process, combined with the training program, will facilitate migrants' employability and skills acquisition in relevant market areas and promote mutual understanding and strengthen social cohesion.

## **Partnership:**

1. City of Fuenlabrada
2. CIFE - Fuenlabrada center for entrepreneurship and innovation
3. Santa María La Real Foundation
4. ASALMA - Agrupacion de Sociedades Laborales de Madrid
5. CESAL
6. Fuenlabrada Islamic Culture Center

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# 1. Executive Summary

This journal analyses and describes the progress of the MILMA Project in Fuenlabrada, an UIA project in the field of integration of migrants and refugees. Demographic changes are deeply affecting many European cities, where high youth unemployment rates and increasing migration rates risk to represent an obstacle for an effective integration of the population. The MILMA Project is seeking to provide a concrete answer to this problem.

In just 30 years, Fuenlabrada transformed from a town of 75.000 inhabitants in the 80s, to a city with a population of almost 200.000 in 2016. The city witnessed a dramatic population explosion in the 1980s, due to large scale immigration of young workers mainly coming from the Madrid area, but also from neighbors' regions, seeking affordable prices in housing.

Fuenlabrada presents an interesting demographic picture, marked by youth and diversity, as more than a fifth of the inhabitants are 20 years old or under. The average age of immigrants in Fuenlabrada is 32 years, in contrary to a 38 year mean of the natives. In 2016 the number of immigrants in Fuenlabrada reached 25.303 people, 32.8% from Africa and 18.9% from Latin America. Because of these relevant movements, one of the key challenges faced by the City of Fuenlabrada is the integration of immigrants.

The entrepreneurial ecosystem of Fuenlabrada is composed by more than 2.500 SMEs (mainly active in the industrial and service sectors), making the city an economic motor of the Madrid region.

The MILMA Project, on one hand, addresses the integration of immigrants from an acculturation perspective, promoting a guided direct contact between local people and immigrants to encourage an effective inclusion. On the other hand, boosts the opportunities of access to employment, with two main elements of innovation:

1. cooperation between local people and immigrants to improve their employability and the development of technical skills;
2. development of a market-driven learning path, through the identification of business challenges (within 7 pre-identified areas) and the development of related products/services.

Thus, the MILMA project aims to pilot a new model of access to employment, retraining and integration of immigrants that could also promote the exchange and mutual understanding between locals and immigrants, facilitating the integration processes and strengthening the social cohesion in the municipality.

## 2. The policy context

The labour market situation in many Southern European Union countries, and particularly in Spain, has been in the last decade characterised by pervasive unemployment. In Spain, the unemployment rate reached a peak of 24.5% in 2014 (Eurostat, 2015).

Despite the fact the Spain's economy is recently marking a recovery, in terms of social inclusion, serious challenges remain. Unemployment among youth is among the highest in OECD countries: 48% in 2015<sup>1</sup>.

National Integration policies in Spain are set on a multi-annual basis in the Strategic Plan for Citizenship and Integration (PECI from the Spanish acronym). In the latest plan<sup>2</sup>, 11 areas of intervention have been identified: reception; employment and economic development; education; health; social services and inclusion; mobility and development; peaceful coexistence; equal treatment and combating discrimination; gender; participation and civic education; children, youth and families.

Similarly, Employment policies are set on a multi-annual basis in the Spanish Employment Activation Strategy. This strategy is implemented through the Annual Employment Policy Plans (PAPE). The latest Spanish Employment Activation Strategy<sup>3</sup> set the targets to be attained by public employment services, and aims to: improve the quality of the vocational training system, strengthen the links between passive and active labour market policies, support entrepreneurship.

Receiving the inputs from the national integration and employment policies, the MILMA Project is building on the successful experience of the Spanish “Launching Pads for Employment and Entrepreneurship” (“*Las Lanzaderas de Empleo y Empresa*”). This scheme, launched in 2013, was aimed at helping the long-term unemployed (i.e. those who have been unemployed for at least 12 months) enter self-employment or return to work through business “launching pads” (“*lanzaderas*”). It was an integrated scheme that sign-posted information; referred participants to business professionals; provided training, coaching and mentoring; and offered psychological support.

The scheme has been already implemented in several Spanish regions, thanks to different sources of funding:

- **Cantabria:** the Regional Government of Cantabria, financed 4 pilot “launch pads” in 2013 in Santander, Astilleros, Catro Urdiales and Torrelavega.
- **Castilla and Leon:** the Foundation Profesor Uría ([www.fundacionprofesoruria.org](http://www.fundacionprofesoruria.org)) co-financed with the Foundation Santa María the second “launch pad” in Aguilar de Campoo in 2014.
- **Community of Madrid and Catalonia:** Barclays Bank, co-financed approximately 70% of the investment needed to launch and run 3 “launch pads” (2 in Madrid and another in Barcelona). The “launch pad” in Barcelona

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<sup>1</sup> <https://www.innovationpolicyplatform.org/content/spain>

<sup>2</sup> Country Report Integration Policies in Spain: <http://cadmus.eui.eu/bitstream/handle/1814/33231/INTERACT-RR-2014%20-%2030.pdf?sequence=1&isAllowed=y>

<sup>3</sup> Social and Employment Policies in Spain: [http://www.europarl.europa.eu/RegData/etudes/IDAN/2017/607331/IPOL\\_IDA\(2017\)607331\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/IDAN/2017/607331/IPOL_IDA(2017)607331_EN.pdf)

<sup>4</sup> [https://www.oecd-ilibrary.org/industry-and-services/inclusive-business-creation/launching-pads-for-employment-and-entrepreneurship-spain\\_9789264251496-22-en](https://www.oecd-ilibrary.org/industry-and-services/inclusive-business-creation/launching-pads-for-employment-and-entrepreneurship-spain_9789264251496-22-en)

was operated by Acción Contra el Hambre ([www.accioncontraelhambre.org](http://www.accioncontraelhambre.org)), one of the largest NGOs in Spain. The NGO also provided the remaining 30% of funds needed to run the scheme through financing obtained from the Operational Programme for the Fight Against Discrimination of the ESF.

- **Andalucía:** the ESF covered approximately the 80% of the amount needed to finance 8 new “launch pads” in the region of Andalucía in 2014.

The most innovative element proposed by the MILMA Project is the reinterpretation of the model, by reinforcing the development of market-oriented experience. This has been recognized as good practice at European level and featured into the GECES<sup>5</sup> report “Social enterprises and the social economy going forward<sup>6</sup>”.

This approach has a dual added value:

- the innovative integration of the needs of the private sector to the formative context through the identification Business Challenges;
- the focus on an experimental training process in the frame of collaborative work,

with integration of immigrants under an acculturation approach.

If cities are where the problems are most acute, they also “offer a natural collaboration setting for solving societal challenges.”<sup>7</sup> Urbanization allows for a marshalling of resources and a scaling up of services that is more difficult to accomplish in rural settings. The concentration of people creates a critical mass of diversity that in turn provides opportunities for innovation in new technologies, services and business models<sup>8</sup>. Cities are the first points of connection for foreign markets and external influences. Cities are also increasingly perceived as hubs of entrepreneurial and innovative activity<sup>9</sup>. The swifter spread of knowledge within dense city environments doesn’t only enable computer programs to enter the global economy, it also enables the diffusion of new ideas about equality and opportunities while giving voice to multiple actors<sup>10</sup>. The challenge is how to further spur innovation in a cost effective and low risk manner, such that even the most resource constrained cities can invest in local prosperity and address core sustainability goals.

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<sup>5</sup> <http://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetail&groupID=2753>

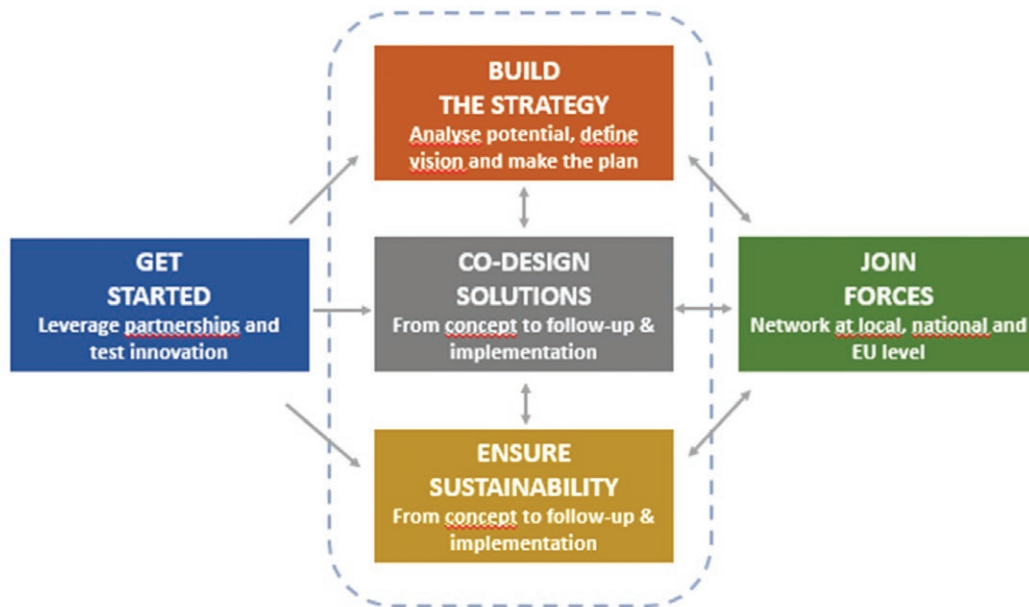
<sup>6</sup> [https://ec.europa.eu/growth/content/social-enterprises-and-social-economy-going-forward-0\\_en](https://ec.europa.eu/growth/content/social-enterprises-and-social-economy-going-forward-0_en)

<sup>7</sup> Kulkki S., “Towards Human-Centric Socio-Economic Development”, Interdisciplinary Studies Journal, Vol 3, N 4, Special issue, 2014.

<sup>8</sup> Athey, G., Glossop, C. Harrison, B., Nathan, M. and Webber, C. 2007. Innovation and the City: How Innovation Has Developed in Five City-Regions. NESTA. [http://www.nesta.org.uk/sites/default/files/innovation\\_and\\_the\\_city.pdf](http://www.nesta.org.uk/sites/default/files/innovation_and_the_city.pdf)

<sup>9</sup> Belderbos, R., Du, S. and Somers, D. 2014. “Global Cities as Innovation Hubs: The Location of R&D Investments by Multinational Firms.” In DRUID Academy. Aalborg, Denmark. [http://druid8.sit.aau.dk/druid/acc\\_papers/rdv4by82h7nbyph96iux18cu71s.pdf](http://druid8.sit.aau.dk/druid/acc_papers/rdv4by82h7nbyph96iux18cu71s.pdf).

<sup>10</sup> Glaser, E. and Joshi-Ghani, A. “Rethinking Cities: Toward Shared Prosperity.” Economic Premise October 2013. No 126. World Bank



To build a solid, permanent partnership for citizen driven innovation, the MILMA project is working on several dimensions in parallel:

- A coherent strategy and vision;
- Co-designed solutions to real problems;
- A solid framework for long-term sustainability;
- Networking and knowledge exchange with SMEs.

The first step to give coherence to the collaboration and to test the approach has been to select real problems to address mostly for their ability to engage stakeholders and initiate the practice of co-design.

The overall policy strategy adopted by the City of Fuenlabrada involved five steps:

1. RULES SETTING: to work in an open and transparent manner, the Municipality translated the principles underpinning the overall approach into an operational framework. This helped to agree on the common, minimum rules that each stakeholder involved should follow. This step

will pave the way for the entry of new players willing to join collaborative processes, by helping them to get a clear idea of the values shared and immediately see if the objectives are coherent with their expectations.

2. DEFINING THE VISION: to define a shared vision specifically adapted to the city's needs, resources, and aspirations.
3. GENERATING IDEAS: to explore different options and opening up possibilities: sharing, learning, and discovering. Discovery has been an important step in defining the strategy but also a permanent feature of the innovation policy, by thinking of the processes followed and the tools and methods learnt as investments for the future. Working around concrete issues allowed to find out from SMEs partners what the current trends are. Together, partners explored the new and different perspectives that could be brought to bear on each problem identified, and what new stakeholders could be brought to the table to enrich the possible approaches to be taken. This step represented an excellent



way to breed the conditions for generating ideas. Focused idea generation is thus an important part of citizen-driven innovation, in that it both addresses concrete issues and introduces new ways of addressing them. These activities thus have the double function of generating ideas and signaling that new approaches are being experimented, and that the local administration is daring to open up and take risks.

4. **DEFINING SCENARIOS:** the vision building provided a solid platform on which to return to a more sector-oriented approach, focusing on specific areas of shared interest and concern (such as: Green Production, Urban Creation and Recycling, Communication and Multimedia Development, Installation and

Integration of Devices, Digital Production, Provision of elderly Care, Catering). For each area, the objective is to build a long-term strategy and partnership to implement it.

5. **MAKING A CONCRETE PLAN:** to select priorities to focus on. A first criterion for selection was systemic impact: which actions are likely to have more transversal effects, bringing benefits to the greatest number of stakeholders? An equally important criterion, however, was short-term feasibility. Based on the resources and reciprocal availability of all stakeholders involved (SMEs), partners formulated a short to medium term plan identifying specific projects, roles and goals for each, and how they are contributing to the broader vision.



### 3. Local challenges and innovative approach

Integration of immigrants, as well as lack of employment are two of the most important challenges faced by the City of Fuenlabrada.

Since the access to employment of immigrants is one of the basic elements of inclusion, the high level of local unemployment associated to processes of exclusion represents a limiting barrier.

Today, and mainly in the old town of Fuenlabrada, as well as in other European urban spaces, there are no real spaces and mechanisms of exchange between locals and immigrants, showing a lack of communication and mutual understanding.

In addition, processes of territorial isolation (particularly from the Maghreb community) are increasing the problematic lack of exchange which, in a future context where the current circumstances would be aggravated, might become driver factors to radicalization processes.

Access to employment is a concrete problem for a large part of Fuenlabrada's inhabitants. As of 2015, the total number of unemployed people reached 18.393, of which 12.2% were foreigners.

The most affected groups are those who possess primary studies certificate, and secondary education (with or without graduate school), representing 72.4% of the total unemployed population.

This difficulty of access to the labor market is hindering the personal development and exacerbating the potential social and communitarian integration of the immigrant population. Economically, there is a clear

mismatch between potential employment opportunities that have arisen in new niches, and the existing training offer. In this context, Fuenlabrada can represent a test bed with potential to scale-up at European level.

The prospects of integration through access to employment for immigrants are increased, through a collaborative process - with focus on acculturation – skills acquisition and creation of practical experience aimed at market niches of employment with present and future projection.

The promotion of the integration of immigrants will be addressed from the perspective of acculturation, based on the evidence that the processes of integration are most successful when they take place facilitating the contact between locals and immigrants, with certain characteristics:

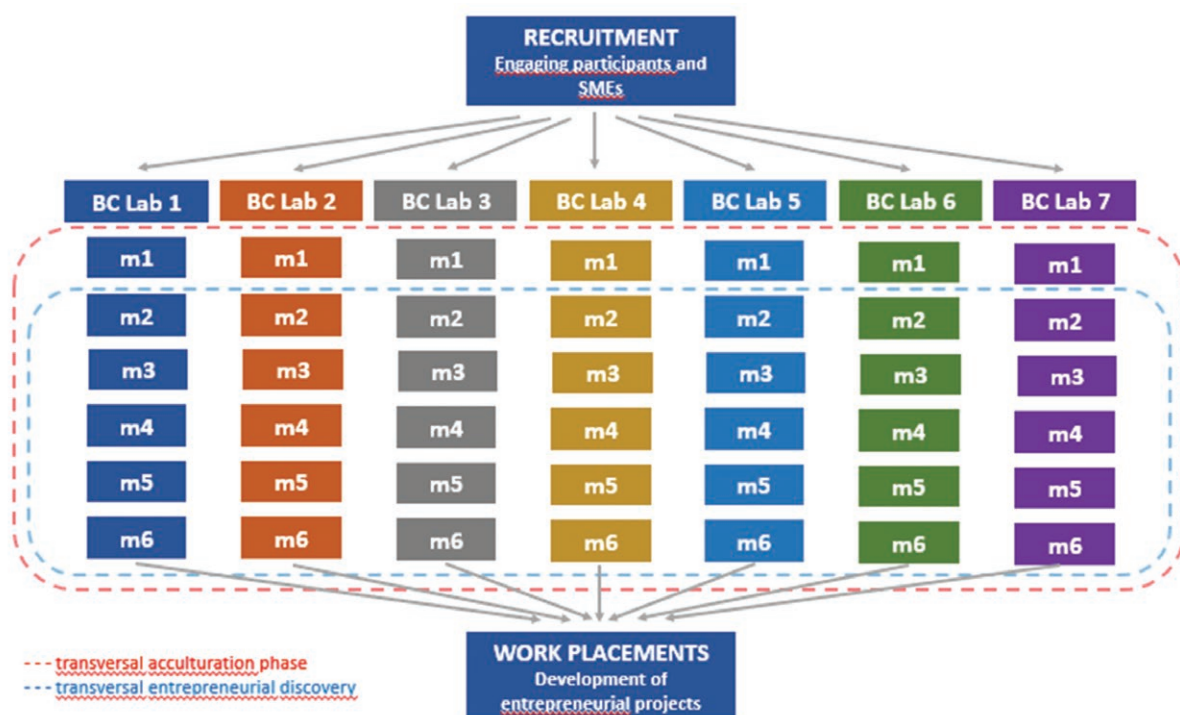
1. constant and voluntary contact based on mutual collaboration,
2. institutionally scheduled.

This will take place in the Experimental Teams of Employment and Integration (ETEIs), where locals and immigrants will carry-out a learning process to improve their access to the jobs market (through the improvement of their employability and technical capacity development practices).

In addition to fight against exclusion processes, the mutual knowledge will help to increase the participation of immigrants in the social context, facilitating the personal development and the

improvement of their socio-economic conditions, supporting the strengthening of social cohesion. In parallel to this, and considering this experience as a pilot with scalable potential, the project is oriented to create a change in the possibility of access to the labor market for immigrants and the local population since the experimental formative process carried out will be oriented to the identification of future and present potential employment niches:

1. Green Production,
2. Urban Creation and Recycling,
3. Communication and Multimedia Development,
4. Installation and Integration of Devices,
5. Digital Production,
6. Provision of elderly Care,
7. Catering.



The process will be structured around the development of products and services that are already being demanded in the market, completing a process of skills acquisition to develop real professional experiences

This presents an innovative scheme in training and public-private partnership to promote integration in the European urban context, with an improvement of successful methodologies that have been a change of paradigm in facilitation of access to the jobs market.

## 4. State of the art of the project

The project is seeking to obtain the following results:

1. Improvement in the relations and behaviours between local people and immigrants. Concretely, it is expected that the collaborative work in BC Labs, oriented to a better employment and with an approach of acculturation, help to improve the exchanges and levels of mutual knowledge, for a real integration of immigrants in the social context.
2. Creation of an evolved model of integration and labor reconversion with a diversity approach (crafted ad-hoc for immigrants) to be implemented by the Public Administrations.
3. Significant contribution to the reduction of the number of unemployed young people in Fuenlabrada, especially immigrants, through the increase of their possibilities to access the job market, after an experimental formative process that will improve the capacities of participants to perform a work in the framework of areas selected and based on their potential as new reservoirs of employment.
4. Fight against the obvious social exclusion processes of the most vulnerable groups of immigrant's populations, improving their future perspective through the reinforcement of employability.

The team involved in the MILMA project has mapped, so far, a total amount of 247 target enterprises in the local entrepreneurial ecosystem to be potentially involved into BC Labs:

- 205 enterprises have been already directly contacted and interviewed:
  - o 47 showed their interest in participating in the project,
  - o 24 declined to participate,
  - o 134 still have to provide a response about their interest.
- 42 enterprises still have to be contacted.

### **BC Lab: Digital Production**

After the first contacts with local companies, it has been decided to focus on the drone sector, due to the potential use observed in these devices. Two companies have been detected in the sector, and will lead the BC Lab.

One of the two identified company is the leader of the sector, and the sole distributor for Spain for a number of particular products. Its spectrum covers all market situations, from professional drones adapted to industrial, to recreational or game uses.

### **BC Lab: Catering and Food Services**

For this lab, the company that will be responsible for the training has already been identified: the CESAL social enterprise. CESAL has extensive experience in catering and cooking training. However, partners are pushing also small companies in the sector to join this Lab, to leverage their entrepreneurial experience and to give ad-hoc workshops.

For the Catering Lab more than for others, given the peculiarity of the topic, companies involved in the training part will adopt the "learning by doing" methodology.

### **BC Lab: Multimedia Communication**

Out of a total of 40 multimedia communication companies mapped in the Fuenlabrada area, 12 already declared their interest to collaborate. Companies will participate in the BC Lab through:

- Advice on the design of the contents of the BCLabs;
- Development of Business Challenges;
- Development of ad-hoc digital competency tests;
- Selection of participants;
- Wordpress training
  - o Moodle open-source on-line learning platform,
  - o Face-to-face workshops,
  - o In-person training at the company, for the best performers;
- Digital transformation and Blockchain training;
- Communication, marketing and strategy training;
- Service design and UX training;
- Audiovisual in-store marketing training;
- Ad-hoc mentoring one-day workshops;
- Digital soft-skills training (teamwork) through gamification activities.
- Talks about entrepreneurship and exhibition of digital marketing business case;
- Site-visits to companies;
- Work placements.

### **BC Lab: Internet of Things**

Out of a total of 37 IoT companies mapped, 5 stated their interest to participate. Out of 40 home automation companies mapped, 2 already responded.

The growing industry interest in the IoT topic, preliminary talks have been done also with large companies working in the Smart Cities sector: INDRA, Telefónica, Cisco. The talks mainly contributed to deepen MILMA partners' know-how in the sector and to set an objective aligned with expectations of industrial partners: the 'smart city' purpose is not purely technological, but is to make people live better, that economic growth continues and that we have more sustainable cities

Companies will participate in the BC Lab through:

- Advice on the design of the contents of the BC Labs;
- Development of Business challenges;
- Ad-hoc training on real case studies;
- Development of an IoT business case through a work placement;
- Participation in forums and events.

### **BC Lab: Attention to Dependence**

Out of 41 companies mapped, 10 already showed interest in participating.

Contacts showed a significant difference between the requirements for workers in the home care sector and workers in the institutional care sector. While in the first case at least one year of demonstrable experience and letters of recommendation from the patients' families are required, in the second case just professional certificates are required.

Transversal skills resulted to be the most demanded by the companies: vocational spirit, empathy, communication skills and intermediation with patients' families.

#### **BC Lab: Urban Creation and Recycling**

Out of 57 companies mapped, 12 already declared their interest to collaborate.

Companies and organizations that showed their interest in collaborating with the project, belong to a very varied spectrum: business associations, individual consultants, SMEs, large companies, online portals for circular economy, urban artists.

Companies will participate in the BC Lab through:

- Creation and design of training modules,
- Delivery of face-to-face workshops,
- Site-visits to companies,
- Work-placements,
- Dissemination activities.

Due to the size and characteristics of the sector, a clear connection between the Lab and the business challenges is still lacking. Nonetheless, the Lab is fueled by the hiring needs of companies.

#### **BC Lab: Green Production**

Out of 45 companies mapped in the green production sector, 6 already showed interest in participating. Both small companies, that have the opportunity to insert trained people to install their vertical gardening products, and big foundations with on-going social projects, asked to be involved.

Companies will participate in the BC Lab through:

- Ad-hoc training on specific products;
- Face-to-face workshops;
- Work placements.

BC Labs are expected to involve 140 participants, 20 each, in their first year of deployment. The start of activities is expected in Spring 2019.

## 5. Analysis of the Challenges

There is currently a high motivation and a great interest in the public sphere to support innovative initiatives that allow to deploy solutions to the integration of immigrant populations and represent an effort for the improvement of employment rates.

At the same time there is a certain complexity in the legal mechanisms to enable the City Hall (a public institution) to carry-out training activities implemented by private companies, developing services and receiving remuneration from the companies demanding these services.

### MAPPING MILMA PROJECT AGAINST THE ESTABLISHED UIA CHALLENGES

Challenge	Level	Observations
1. Leadership for implementation	Low	The Consortium has 6 members that complement each other to ensure the successful progress of all the dimensions of the proposal. The City Hall leads the project as part of a wider strategy of urban regeneration, addressing 2 relevant issues: the lack of effective mechanisms for immigrants' integration, and high rates of unemployment. Partners are a net of entities that assume responsibility in training, methodological development of collaborative work, participation of immigrants and contact with the business world. The wider stakeholder, incorporated into the project as co-managers or partner companies, will give consistency to the proposal through their training activities/ demand for services. The backbones of the strategy and generated model are represented by the consortium: public administration, business sector and local population (focus on immigrants), allowing to cover, through their position and participation to networks, the local and the wider context at the European level
2. Public procurement	Medium	Public procurement is foreseen for the selection of providers to renovate CIFE centers (both main site and secondary "Los Arcos" site. The process already started, main providers have been selected, and the administrative process is foreseen to conclude all steps within the first months of 2019.

Challenge	Level	Observations
3. Integrated cross-departmental working	Medium	<p>Most of the activities foreseen within the project will run in parallel and will involve different city departments. Under the strategic policy guidance of the City Hall, CIFE, that is a public body, will involve key personnel from its different departments to cover all action areas: from vocational training to access to employment opportunities, from social integration to entrepreneurial development. A successful integration of the activities in these four macro-areas will pave the way for the success of MILMA project.</p> <p>The project's main implementation activities will include:</p> <ul style="list-style-type: none"> <li>• Setting up of BC Labs spaces of creation and collaborative work, focused on seven identified niches that, both currently and in the future, are expected to offer significant spaces of incorporation into the labor market;</li> <li>• Consolidating the BC Labs through the connection of social enterprises that will be responsible for each of them;</li> <li>• Completing the experimental training process which has been designed combining 2 areas: improvement of employability and technical capacity building;</li> <li>• Consolidation of network services through the proposal of business challenges demanding companies;</li> <li>• Investing in spaces and the equipment for the BC Labs.</li> </ul>
4. Adopting a participative approach	Low	<p>The project covers aspects related to integration, social inclusion, economic development, training, access to employment opportunities, at a local level, as well as the socio-economic promotion of existing markets. The projects adopted a threefold approach: includes the socio-cultural dimension (integration of immigrants into collaborative work), the environmental dimension (promotion of sustainable economy through green production urban creation), and the economic dimension (improving employability and technical capacities oriented to the market, to reinforce ties between the training processes and the access to jobs opportunities). The consortium encompasses both public administration (City of Fuenlabrada and CIFE), private sector (F. Santa Maria la Real), civil society organizations, business associations (ASALMA) as well as citizens (local people and immigrants through CESAL or Islamic association of Fuenlabrada).</p>
5. Monitoring and evaluation	High	<p>Monitoring will be an on-going process for the whole duration of the project. The main challenges are represented by the two different types of monitoring to be carried on in parallel: both on individual participants to the training programme, and on companies involved on BC Labs. From the effective and punctual evaluation of the first cycle of training foreseen in 2019 will depend eventual adjustments and the re-shaping of the second cycle of training foreseen in 2020.</p>



Challenge	Level	Observations
6. Financial Sustainability	High	Following a Lean Approach, iterations in the design of the overall programme will be key to drive a bigger and permanent engagement of local SMEs into BC Labs, making the scheme financially sustainable. CIFE has already in place all resources to permanently sustain the training programme, that is one end of the scheme, but the active engagement of a growing number of local SMEs is a key resource to put into practice effective work placements, that is the other essential end of the scheme.
7. Communicating with target beneficiaries	Low	The project will promote the integration of immigrants in Fuenlabrada (through an innovative programme based on acculturation) improving opportunities of access to the jobs market through collaborative groups oriented to the generation of capacities in niches of employment with present and future potential to create employment opportunities, in connection with the business world through business challenges.
8. Upscaling	Medium	<p>The final goal of MILMA project is to pilot a new model for local public employment centers. This will be done by testing a new set of services and switching the current approach they use to implement vocational training:</p> <ul style="list-style-type: none"> <li>• To improve and enhance the employability of participants through skills diagnosis and analysis and the establishment of a development plan tailored to the needs of each participant;</li> <li>• To strengthen self-esteem, through mutual support that allows for the development of emotional intelligence, and with a focus on teamwork, one of the most demanded meta-competencies in the labour market and an important basis for personal growth;</li> <li>• To develop a network of contacts to support business creation and seek opportunities;</li> <li>• To develop the entrepreneurial skills so that participants can develop their own projects. The aim is to encourage them to consider the possibility of becoming entrepreneurs as well as apply creativity and entrepreneurial thinking as employees;</li> <li>• To strengthen links between business development support providers. "BC Labs" are an open system that connects organisations. Business professionals and entrepreneurs can contribute by sharing their knowledge and participating in the scheme's events.</li> </ul> <p>Results of this pilot, if successful, could be easily represent the starting point for the re-design and upscale of the overall activities of CIFE Fuenlabrada, and could be as well transferred to other municipalities in Spain or in Europe.</p>

## 6. Lessons learnt

The early start of activities clearly showed that one of the key issues for this Project is assessing and demonstrating the impact. After the first talks with SMEs and stakeholders involved, the programme management team is currently establishing a three-pronged approach for impact measurement and monitoring.

1. **First**, it is strengthening tracking of the quantitative impact (e.g. the number of beneficiaries who start a business or find a stable job).
2. **Second**, it is working to improve the measurement of its qualitative impact. The management team is developing a research survey which aims to assess the “transformative impact” of the scheme on its beneficiaries. This includes behavioural indicators such as degree of personal drive, feeling of empowerment, creativity level, and attitudes towards uncertainty, setbacks or new opportunities. The aim is to track their evolution over time, by administering the survey at the start of the scheme, at its end and 6 months after completion of the scheme.
3. **Third**, another challenge faced by the Project is that the training scheme is centred around SMEs and local entrepreneurs. This task may be too large for small businesses in the region (their average size is ranging from 0 to 7 employees) and there is a risk that entrepreneurs would be unable to fully fulfil their duties, as they must take care of their own business. Given the number of SMEs that already expressed their interest in participating into BC

Labs, but that at the same time stated that they were unable to lead the scheme, the programme management team is looking to mitigate the issue by establishing an internal committee of experts to lead the first implementation of BC Labs (only the ones where no SMEs committed to lead). The committee will anyhow involve interested SMEs in the definition of content and activities, but at the same time will take care of most of the daily in-class efforts. This solution will allow to show main results and achievements to involved SMEs, and to attract new SMEs willing to lead the scheme during the second implementation of BC Labs.

Another main issue faced by the MILMA Project is shared by many municipalities over the Spanish territory: migratory movements, as well as other factors, have led to changes of considerable magnitude in the social composition and the relationships established between citizens. Integration of immigrants, unemployment, and the particular difficulty of access to the labour market of immigrants, have been two of the most pressing issues in Spain for years, but the European context suffers from these problems on a large scale.

Employment / Immigration / Identification of new niches of employment is an equation that still requires efforts to be resolved. This is the reason why the goal of the project, although adapted to Fuenlabrada, has a high relevance for other public authorities and its approach and methodology could be replicated in other European urban authorities.

## 7. Conclusions

The City of Fuenlabrada views MILMA as a great opportunity to pilot a new model of access to employment, retraining and integration for immigrants that will not present any limit associated to excessive rigidity in the design, dependence of large investments or the use of too specific resources that could block future growth processes. MILMA is developed from a given context providing: an institution of public nature (CIFE) that will host the activity in its facilities, avoiding important investments in infrastructure. This will strengthen the search for a new work model for integration aimed to improve the access to employment.

Next steps will mainly include two fields: definition and kick-off of BC Labs on one side, data-collection and monitoring on the other side.

As for BC Labs, main activities will be focused on:

1. Consolidating the BC Labs model, by reformulating thematic areas of training currently provided by CIFE;
2. Recruiting individual participants and seeking for additional SMEs to join the scheme;
3. Standardizing the training path, composed of three main pillars: acculturation, collaborative work, and strong connections with the market (this will also help transferring the model to other public authorities at regional, national or European level);
4. Evaluating the opportunity to increase the nº of ETEIs in the future. Considering that the implementation of the project will reach a target of 7 ETEIs simultaneously active (140 people/semester), the potential is

to increase, first to 9 and then to 11 the number of ETEIs simultaneously active, in a total of 5 years.

As for the monitoring, the MILMA project will set up a comprehensive data collection process. The monitoring system is foreseen to run in parallel with the different phases of the training program. It will mainly consist in a survey addressed to the participants in the training actions in the BC Labs, based on a mixed methodology (quantitative and qualitative).

Data-collection and monitoring will happen at different stages:

1. Start of the training: an initial survey will take place in order to register the individual profiles of the participants with regard to various socio-economic variables, their status and employment history, as well as a series of specific questions of social research aimed to gather perceptions on various issues related to the objectives of the programme, including aspects of social exclusion, socio-cultural integration, self-perceived employability, etc.
2. End of the training: second survey with 2 purposes, to evaluate the different training activities and to monitor the level of employability of participants and possible itineraries of socio-labour insertion.
3. Follow-up actions: participants will be contacted (not exceeding 6 months after the completion of activities) to collect relevant data on their socio-labour situation, on their level of

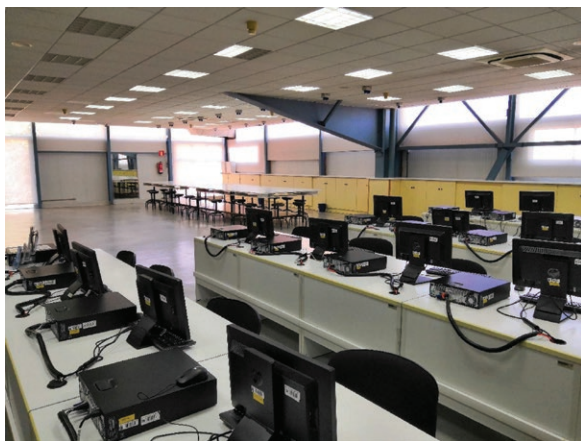
employability and on their future expectations. Results will help to create a direct link between their socio-cultural perceptions and the implementation of the programme.

Other indicators will be directly provided by the collaborating companies (market value of the products elaborated during the program and concrete job opportunities generated during the programme lifetime).



*Pictures from CIFE main site, half of which has been recently renovated to host co-working spaces*





*The old part of CIFE main site, will be renovated to host 5 BC Labs*





*The old part of CIFE main site, will be renovated to host 5 BC Labs*



*Pictures from the central CIFE center "Los Arcos" that, after renovation, will host two BC Labs*

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