

YOUMIG Activity 6.1 – Building transnational cooperation schemes

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Output 6.3

Transnational cooperation learning schemes

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1. Introduction

Youth migration by nature is a transnational phenomenon; every migrant leaves a local environment and arrives in another one. Better cooperation between migrant-sending and migrant-receiving communities and improved coordination are crucial for the efficient management of its processes and impacts.

YOUMIG's transnational cooperation schemes were aimed at testing alternative methods of interaction between municipalities affected by youth migration.

In order to test these schemes, a common methodology was developed and implemented, with the following main objectives:

- To understand each other's local context: the environment a young migrant departs from and the one he/she arrives in
- To begin cooperation in relevant fields (e.g. social services, education, the labour market)
- To investigate and test win-win solutions

Another practical objective in terms of fostering cooperation between municipalities was to observe good practices for tackling the challenges of youth migration, and to create a practical guide for other local communities in Europe with similar migratory profiles and challenges. At the local level, the acquired knowledge is intended to form the basis for a local strategy on managing the impacts of youth migration.

Two rounds of study visits facilitated the exchange of knowledge and good practices. These were:

Study visit 1. (D6.1.2): In the second period of 2017, each local YOUMIG partner visited a city within the Danube Programme area, from/to where local young people migrate. Alternatively, twin cities, or cities in which special ties exist could be selected.

Study visit 2. (O5.1): In the second period of 2018, a further round of study visits was undertaken within the YOUMIG partnership. The objective of the visits was to assess the pilot actions performed by partners with similar profiles in order to add to the range of transnational cooperation possibilities, thereby providing opportunities to improve local services based on the evaluation report.

A common methodology for the preparation and execution of the study visits was prepared in both cases. Its main purpose was to equip local partners with a practical tool for carrying out the visits, and provide general guidelines to reach conclusions based on the project's perspective.

Since the second round of the study visits was organised within the framework of the YOUMIG partnership, the identification of and contact with the partners, as well as the agenda setting issues were regulated by the project's Work Package Leader and the Lead Partner. However, conclusions based on the experience of the first study visit with regard to peer-to-peer cooperation can be drawn, i.e. conclusions that are not conditioned by the project's framework.

Therefore, this document discusses in detail only the first round of the study visits (D6.1.2).

The preparatory phase of the first study visit included identifying the city to be visited according to its profile, establishing contacts with the relevant authorities and units, engaging with the local diaspora, and arranging the visit. During the visits, local partners discussed migration-related topics that could potentially improve pilot services. These were summarised in the field experience reports that were used to formulate recommendations for YOUMIG's pilot activities and One-stop-shops, in addition to other local activities engaged in improving local services with regard to the integration of migrants and youth migration in general.

The experience of the second round of study visits by partners with similar profiles – and based on the type of pilot action – provided the opportunity for an external in-depth assessment of the pilot services, and thus opportunities for their improvement. In the evaluation reports drawn up by partners, recommendations for transferable best practices were given.

The study visits provided the YOUMIG partners with important inputs for their project actions, and strengthened the transnational ties of the respective municipalities. This led to the discussion of several local governance issues related to youth migration, such as:

- Local strategies for collecting useful data on migrant groups arriving in or departing from the municipalities and data sources for local access and use (registers of local/national authorities or institutions, local or national surveys, research).
- Recommendations for the most useful data sources used for migration- and youth-related policymaking.

- Migration-related data in policy decision-making and their importance for the improved management of these processes.
- The identification of governance weaknesses, and how these should be addressed.
- New practices or projects connected with managing the impacts of migration, implemented in recent years, and their results.
- Innovative migration management measures to be implemented.
- Information available about young migrants' attitudes and needs in relation to local administration, (e.g. concerning their administrative obligations, their satisfaction or dissatisfaction with migration-related institutional bodies, their plans and motivations, and the main trends and issues related to youth migration).
- Recommendations for improving the process of managing the impacts of migration, or the registration process.
- Recommendations for creating cooperation opportunities with a local authority or migration office from a sending/receiving country.

Based on the partners' experiences, the transnational cooperation learning schemes were as follows:

- **Scheme A. Cooperation between migrant-sending and migrant-receiving communities (linked by existing migratory processes).**
- **Scheme B. Enhancement of an already existing cooperation agenda between municipalities (twin towns/sister cities).**
- **Scheme C. Staff exchanges or study visits in order to learn about good policy practices in migration management.**

Of these, Scheme C was found to be the most useful for peer-to-peer cooperation (in most cases).

In this document – Output 6.3: Transnational cooperation learning schemes – the lessons learnt are synthesised according to the transnational cooperation schemes tested. Scheme C, as the most successful of these, is discussed in detail.

2. YOUMIG at a glance

YOUMIG – Improving institutional capacities and fostering cooperation to tackle the impacts of transnational youth migration

A project of the Danube Transnational Programme

- Start date: 01-01-2017
- End date: 30-06-2019
- Budget: 2,718,853 EUR (ERDF Contribution: 2,055,179 EUR, IPA Contribution: 255,846 EUR)
- Call number: Call 1
- Priority: 4 (Well-governed Danube region)
- Specific objective: 4.1. (Improve institutional capacities to tackle major societal challenges)

Project partners:

- Lead partner: Hungarian Central Statistical Office (HU)
- Work package leaders: University of Vienna (AT), Leibniz Institute for East and Southeast European Studies (DE), Maribor Development Agency (SI), INFOSTAT – Institute of Informatics and Statistics (SK)
- ERDF partners: Municipality of Szeged (HU), City of Graz (AT), Institute for Economic Research (SI), Romanian Institute for Research on National Minorities (RO), Municipality of Sfântu Gheorghe (RO), National Statistical Institute of the Republic of Bulgaria (BG), Burgas Municipality (BG), Municipality of the City district of Bratislava – Rača (SK)
- IPA partners: Statistical Office of the Republic of Serbia (RS), Institute of Social Sciences (RS), Municipality of Kanjiža (RS)
- Associated Strategic Partners: Statistics Austria (AT), City of Karlsruhe (DE), Federal Institute for Population Research (DE)

YOUMIG, in which 19 partners from 8 countries work together, wishes to support local governments in capitalising on the developmental potential of youth migration, resulting in a better governed and more competitive Danube Region. The project aims to boost their institutional capacities to enhance the scarce local evidence on youth migration and contribute to improved policymaking with a focus on human capital. Statistical offices and academic organizations team up with local governments in a complex, customised, multi-level and transnational cooperation to create local developmental strategies based on improved youth-migration impact indicators, and introduce transnationally tested tools for managing local challenges. As a result, institutions and stakeholders can obtain increased capacities through intensified cooperation.

YOUMIG's work is structured in six work packages (WPs). Besides management (WP1) and communication (WP2) issues, the thematic work is distributed as follows. In line with the Conceptual Framework, all partners contribute to the development of improved evidence on youth migration and its developmental impacts at the EU, national and local level by elaborating Local Status Quo Analyses for local partners (WP3). Through a comprehensive evaluation of the locally available youth

migration indicators, the project identifies shortfalls in measuring local challenges, and elaborates and tests new or improved youth migration indicators (WP4). At the local level, the project improves capacities for managing related processes through jointly testing and introducing good practices and institutional units, tailored to local needs (WP5). The project concludes with the provision of transnationally tested tools for all governance levels contributing to better strategies, policies and services related to the issue of youth migration (WP6).

YOUMIG's outputs are uploaded to:

<http://www.interreg-danube.eu/approved-projects/youmig/outputs>

Map of the Danube region and location of the YOUMIG partners



- Danube Region (defined by the Interreg Danube Programme)
- YOUMIG countries/regions
- YOUMIG, cities of academic and statistical partners
- YOUMIG, local municipalities

Cartography: **Ádám Németh**

3. Study visits

This chapter summarises the study visits (D6.1.2) undertaken within the YOUMIG framework. It presents the background and documentation of the visits, the preparation involved in the visits, and the partners' feedback concerning problems and practical lessons learnt.

3.1. Background to the study visits

As youth migration is an inherently transnational phenomenon, better cooperation between migrant-sending and migrant-receiving communities and improved coordination are crucial for the efficient management of its processes and impacts.

Transnational cooperation schemes are needed for better European level governance. Partners tested such schemes in order to:

- Improve understanding of each other's local context; the environment young migrants arrive in/depart from.
- Begin cooperation in relevant fields (e.g. social services, education, the labour market).
- Investigate and test win-win solutions.

The practical objectives of the visits were the following:

- To observe good practices related to tackling the challenges of youth migration.
- To establish ties with the local authority with a view to future cooperation.
- To create a practical guide for other communities in Europe with similar migratory profiles and challenges.
- To channel the acquired knowledge into a local strategy in order to manage the impacts of youth migration more effectively.

The schedule of the staff exchange visits performed is presented in the table below:

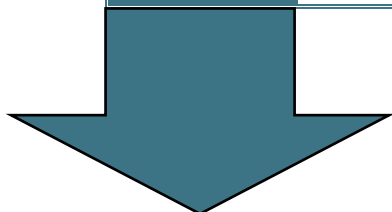
Visiting partner	Visited city	Dates of the visit
Burgas	Vienna (Austria)	9-10 November 2017
Graz	Pécs (Hungary)	13-15 November 2017
Kanjiža	Heidenheim (Germany)	7-10 December 2017
Maribor	Bad Radkesburg (Austria)	13-17 November 2017
Rača	Brno (Czech Republic)	25 January 2018
Sfântu Gheorghe	Salzburg (Austria)	18-21 November 2017
Szeged	Subotica (Serbia)	24-26 October 2017

3.2. Preparation for and documentation of the study visits

The study visits were organised based on the following timeline, compiled by the Activity Leader (Burgas Municipality) and the project's Lead Partner (the Hungarian Central Statistical Office). Partners were requested to proceed as follows:

3 months before the visit	<ul style="list-style-type: none"> ▪ Identification of one relevant migrant-sending or -receiving city within or outside the partnership and located in another country, where local young people usually migrate to/from. (Alternatively, twin cities or cities in which special ties exist can also be chosen.) ▪ Identification of the relevant institutional body that deals with migration issues (e.g. the migration department/local authority representatives) in the sending city – for receiving cities. ▪ Identification and contact with representatives of the migrant community (for sending cities), and for receiving cities – (if possible) potential migrants – for example secondary school students in their last year of education.
1 month before the visit	<ul style="list-style-type: none"> ▪ Based on the Study visit report template (see Annex), prepare a list of questions for: <ul style="list-style-type: none"> ▪ Migrant community representatives, and ▪ Local migration office/local authority representatives. ▪ Based on the template, send a contact request to the relevant actor

	<p>that deals with migration issues, the relevant municipal department and the representatives of the migrant/local community to arrange dates for the visit and prepare the agenda.</p>
<p>During the visit</p>	<ul style="list-style-type: none"> ▪ At least two full days are to be spent in the chosen city. ▪ At least two individual interviews or structured conversations should be conducted with representatives of the local government's migration department (e.g. an assistant or a front office worker who regularly meets migrants or returnees), representatives of the youth department or a similar structural unit. ▪ Invite relevant municipal staff to the visiting team's city. ▪ Meet representatives of the migrant/diaspora communities (if relevant).
<p>After the visit</p>	<ul style="list-style-type: none"> ▪ Based on the template provided by the LP and the Burgas team, a report on the field experience should be prepared, with recommendations for the YOUMIG WP5 Pilot activity and the One-stop-shop, in addition to other local activities.



Documentation requirements for the study visits were the following:

1. An invitation (by e-mail) from the receiving municipality's staff in which they explicitly state that they are ready to receive you,
2. The study visit agenda,
3. Attendance sheets for each element (meetings, field visits, etc. must be documented by a separate attendance sheet),
4. Photo documentation (also for communication purposes), and
5. A written Study visit report.

3.3. Partners' assessments of the preparation for the study visits

In the follow-up activities (the study visit reports included in the documentation of D6.1.2 – Staff exchange sessions, as well as D6.1.5 – Guidelines for transnational cooperation schemes), partners were asked to assess the following:

- Choosing a city to visit
- Identifying and contacting the relevant institutions (municipal departments, etc.) in the chosen city
- Identifying and contacting the relevant organizations (NGOs, diaspora associations, etc.) in the chosen city

Partners made the following observations concerning each element:

Choosing a city to visit

There were three main strategies observed – based on which of the 'schemes' were defined a posteriori. Based on the partners' experiences, the identified transnational cooperation learning schemes were the following:

- **Scheme A.** Cooperation between migrant-sending and migrant-receiving communities (linked by existing migratory processes): this strongly influenced the choice of Burgas and Kanjiža, and to an extent that of Graz, Sfântu Gheorghe and Szeged. The choice of Maribor was specific, since cross-border commuting is an issue in the chosen Austrian municipality that the study visit was able to examine.
- **Scheme B.** Enhancement of already existing cooperation between municipalities (twin towns/sister cities): this was relevant to Graz and Szeged given that each has a long-standing cooperation with its respective sister city: Szeged became Subotica's sister city in 1966, while Graz became Pecs's in 1989.
- **Scheme C.** Staff exchange or study visit in order to learn about a good policy practice in migration management: with the exception of Graz and Szeged, all the other YOUMIG partners (Burgas, Kanjiža, Maribor, Rača, Sfântu Gheorghe) were able to identify a good (and appealing) practice in the visited city.

Identifying and contacting relevant institutions (municipal departments, etc.) in the chosen city

It would appear that that Scheme A was the most challenging to arrange. The most difficult situation was encountered by the delegation from Kanjiža. The project team of Kanjiža travelled to Heidenheim an der Brenz (ca. 1000 families from the Municipality of Kanjiža have emigrated to this town in recent years). The Kanjiža team had already contacted the municipality of Heidenheim several times, receiving a single reply to the effect that the municipality did not have the necessary data or expertise that the prospective visitors were requesting, nor the municipal offices to cover the wide range of questions they had been sent, therefore, they were not ready to receive the delegation. For Sfântu Gheorghe and Burgas the process was more straightforward – perhaps given the larger size and more developed institutional setting of their respective host cities.

Scheme B was the easiest in this respect. The municipalities that enjoy sister city ties with their respective visiting team's cities were very open and pro-active: both Pécs and Subotica received the delegation at a higher level. Graz and Pécs already had a joint application at that time: the EU project 'Europe for Citizens Network Project – Roma citizens and other disadvantaged groups as a challenge for municipalities in Europe' submitted in 2015.

Scheme C was moderately difficult. Municipalities that explicitly asked to visit an existing good practice in immigrant integration were also well received. The Maribor team alone was unable to meet the receiving municipality's staff – even so, the visiting team gained important insights into issues related to Slovenian youth involved in the Austrian educational system or Slovenian migrants in Austria.

Identifying and contacting relevant organizations (NGOs, diaspora associations, etc.) in the chosen city

A wide range of choices existed in this regard, reflecting the interests of each municipal team. In this case, cooperation schemes were not so critical to the issue: every team could find bodies corresponding to their specific needs (NGOs, associations and institutions of education, etc.).

- The Burgas team visited the Bulgarian Cultural Institute 'Wittgenstein', the Bulgarian Orthodox church, the Alliance Bulgarian School, Bulgarian media outlets and a

Bulgarian restaurant in Vienna. They also organised a meeting with Bulgarian students at the University of Vienna.

- The Graz team focused on academic institutions – given the importance of student migration from Hungary to Graz. They met several professors from the University of Pécs, as well as the head of the International Erasmus Office of the university. In addition, a meeting with master’s degree students at the university was held, in which their potential migration plans were discussed.
- The Kanjiža team was unable to contact any organisation or association in Heidenheim.
- The Maribor team focused on the topic of education, mostly at the secondary-school level. They met with representatives of the ‘Lehrlingshaus’, the BORG – part of Europa Campus’ and the ‘Pavelhaus/Pavlova hiša.
- The Rača team visited a non-governmental institution, the ‘Brno Expat Centre’.
- The Sfântu Gheorghe team visited several institutions, such as a language centre, the Romanian Orthodox Church of Salzburg, as well as the CARITAS charity organization.
- The Szeged team did not meet any association or NGO members.

Members of the diaspora (young migrants) were interviewed by five out of the seven teams.

4. Scheme A: Cooperation between migrant-sending and migrant-receiving communities

Partners were asked to identify potential fields of cooperation between a migrant-sending and migrant-receiving municipality. Besides helping to define the limits of a general framework for cooperation, the intention of this question was to ascertain the existence of concrete administrative issues or services where this kind of cooperation might help to bridge an information gap.

Partners from Graz were curious about the drivers of students who want to leave Hungary to work or study abroad.

They found that although young people's motives for going abroad were reasonably well defined, their reasons for returning were less so. The exchange between Graz and Pécs, was particularly interesting as the City of Graz provides many opportunities for young people, especially for students coming to live in Graz. The problem of students leaving a city after completing their studies – having benefited from the local amenities, services and resources – is evident in both Graz and Pécs.

Partners from Graz also stressed that emigrants from Hungary living in Graz usually organise social events for themselves that respond to local demands. It is important for the city to stay in contact with these social communities; and connections like these are being promoted through migrant education coordinators.

The visiting team found it interesting that the City of Pécs has local diaspora policies: experts at the University emphasised that local attitudes towards those who have left the city need to change. Their view was that emigration should be seen as an opportunity since emigrants are not only potential senders of remittances to Hungary but also potential new sources of innovative ideas and knowledge. Positive attitudes, experiences and opportunities should be disseminated (by the local community and diaspora alike), and a transnational exchange at the level of social communities should be stimulated and strengthened.

Partners from Szeged and officials in the Municipality of Subotica discussed means of determining the exact number of emigrants (stock) and the annual flow of emigrants, their current place of residence, and the percentage of the population intend to go abroad. These questions were later addressed by other YOUMIG Work Packages.

Concerning migration from Subotica to Szeged, the delegation from Szeged was interested in what motivated Serbians to go to Szeged, and the potential and expected number of migrants. The Szeged team conducted a couple of interviews with returning and/or prospective migrant youth from Subotica.

Interviews were also useful in the case of Kanjiža, despite the lack of success with the local authorities. Around 10 migrant families were contacted in Heidenheim for this purpose, but finally only three could be interviewed. According to their statements, they have had no contact with the local administration, nor made any requests to the municipal office. Apart from performing the standard administrative tasks required of a migrant on arriving in a new city, such as address registration, the migrants had not been in contact with any other municipality office. In Heidenheim, numerous private firms meet the needs of migrants in the areas of health care, employment, insurance, and so on. These businesses also serve to reduce the administrative workload of the municipality. In most cases, the migrants depend on the knowledge of pioneer migrants, i.e. migrants who are happy to pass on their experience of living in Heidenheim to newly arrived migrants, and to help them get started there. This probably goes some way towards explaining the inability of the Kanjiža team to contact any authorities or institutions in Heidenheim, and is worth bearing in mind in relation to any future efforts in this regard.

The Sfântu Gheorghe team also met diaspora members in Salzburg and concluded that the local authorities were broadly successful in maintaining strong ties with diaspora communities in the area. Transnational activities can help to create robust economic, social, and cultural relations; they can, in effect, be seen as 'bridge-builders'.

The Burgas team met the representatives of two municipal divisions in Vienna – the Unit for Registration of Newcomers (MA35) and the Municipal Division for Integration and Diversity (MA17). Several aspects of the administrative powers of local authorities in Austria were discussed with the MA35 representatives as examples of good practice. MA35 deals with the registration of immigrants when the practice shows that a legislative change in procedures is needed, the municipality has the right to make a proposal for such a change. MA17's work begins after a migrant's initial registration, offering practical support to newcomers to facilitate their integration into the new environment. An interesting aspect of cooperation would be the exchange of good practices in the area of people-orientated administrative services, i.e. the development and implementation of user-friendly practices in this domain.

5. Scheme B: Enhancement of an already existing cooperation agenda between municipalities

In the case of an already existing cooperation agenda between two municipalities in the form of a twin town/sister city agreement, the main question was whether the topic of youth migration could be added to those issues in which the two municipalities are already involved.

Of the YOUMIG partnership cities, it was Graz and Szeged that used their respective cooperation agendas with sister cities as a platform to discuss youth migration-related issues. Szeged has been a sister city of Subotica since 1966, while Graz became a sister city of Pécs in 1989. These two visits planted the idea of organising a series of regular exchanges (staff visits, etc.) so that the results of any further undertakings could be channelled into these schemes.

The role of Graz in the scheme was influenced by the fact that it is a receiving city with a strong economy and excellent opportunities in terms of education, especially at university level. Given the importance of international students in Pécs, however, the Graz delegation concentrated on common issues that are not specifically related to migration from Pécs/Hungary to Graz/Austria. For instance, the fact that there are many services for immigrants in Graz, as well as networks and organisations providing support and counselling that could, potentially, provide a model for services in Pécs.

Partners pointed to the fact that young people in Pécs could make better use of their existing qualifications, using the lessons learnt through the development of several measures developed during the pilot process in Graz. Better cooperation with companies and special skills-transference programmes could help to curb brain waste.

Partners from Graz emphasised that the local government of Pécs had approved a new youth strategy in April 2017. The main purpose of this strategic document is to meet the needs of young citizens and provide support to keep them in the city.

Some of these measures already exist in Graz; and some of them could be transferred to Pécs. For instance, reduced bus fares for pregnant women; subsidised rent on social housing; NGO programmes promoting good health; financial support for new companies; the refurbishment of public spaces (e.g. safer playgrounds); new CCTV systems connected directly to the police; a mobile alarm application (free of charge, connected directly to the police), etc. Partners in Graz suggested that these safety and wellbeing-related measures

could help to create a welcoming and inclusive environment and facilitate the integration of immigrants, as well as strengthen ties between local youth and the municipality.

Partners from Szeged pointed out that thanks to the data collected in the YOUMIG project; information on the number of Serbian-born persons with Serbian citizenship living in Szeged is currently available along with information on the international immigration flow from Serbia to Szeged. The fact that these data are available is auspicious; further, since neither the Municipality of Szeged, nor the Municipality of Subotica has reliable information on immigration from Subotica to Szeged, obtaining relevant data could be a common goal for both Municipalities in future.

As staff visits between Szeged and Subotica occur on a regular basis, the migration of young migrants is a recurring topic at these events (or in informal discussions). Based on the study visit, it is the intention of partners to formalise these discussions. As a first step in this regard, representatives of the Municipality of Subotica were invited to the most recent local event in Szeged.

6. Scheme C: Staff exchange or study visit to learn about a good policy practice in migration management.

As regards an identified good policy practice in another city, the main questions concern whether the observed practices can be used or adapted for the YOUMIG partner city in future, and whether the ties established through study visits can be maintained.

6.1. Partners' assessments of good practices

Partners from Burgas found that most of the administrative functions in Vienna are very well distributed and coordinated, there are no gaps in the available information, the process of data collection or the types of data collected. A meeting was held with the Municipal Department MA 35, responsible for the registration of foreign citizens and the provision of permits. Some practical administrative features were of particular interest to Burgas municipality: the registration of EU citizens in Vienna (in Burgas there is no such obligation) and the legislative initiative of the local authority whereby the municipality can propose a change in legislation if the local practice is proven necessary.

The Burgas delegation also visited MA 17 – Department for Integration and Diversity. The only issue reported by employees of this Department was the fact that people sometimes pass on misleading information to each other, which can raise false expectations for those visiting MA 17.

The Burgas team also visited the Bulgarian Cultural Institute and a Bulgarian school. They found that Bulgarian migrants tend to be either highly qualified and educated, or poorly educated – some to the extent that they have problems with basic literacy. The visiting delegation discovered that the activities of the Bulgarian Cultural Institute and the Bulgarian school are very exclusive: they are typically developed for highly educated/qualified Bulgarian immigrants to the detriment of the needs of other Bulgarian migrants. As a result, the opportunities of the latter group are limited in terms of the availability of cultural and educational programmes provided by Bulgarian institutions in Vienna.

Partners in Maribor found that the most useful services provided by the municipality of Bad Radkesburg are directed at supporting foreign youth gain access to the city's education system. The municipality offers special subsidies to young people staying in student dorms

(on more generous terms than those available for the local population). By this means, the municipality is able to attract foreign youth to enrol in the local vocational schools.

The Rača team found that the Centre for Integration of Foreigners in Brno, which serves as the regional institute for immigrants, has the most noteworthy policy practice. The centre is run by the regional structure – Jihomoravský kraj, and provides a wide range of services such as free Czech language courses (including low-threshold courses without obligation to register), social counselling services (job counselling, counselling on financial issues, etc.), and services for employers who plan to hire or who already employ foreigners etc. Furthermore, the centre organises other projects in which migrants can participate, e.g. art competitions for foreign artists in cooperation with a local gallery. The centre has a well-established network of contacts with different institutions and employers, which gives immigrants easy access to the information these institutions provide bearing in mind that migrants in many cases have not had time to develop such networks.

The Rača team's most interesting discovery was that both the Centre for Integration of Foreigners and the Brno Expat Centre provide one-stop-shop services. Foremost among these services, the centre's website contains information on the most important contacts and services for foreigners. As such, it is highly practical since it serves as a guide or introduction to living in Brno for migrants. On the website, the information in the category 'Living in Brno' is divided into the subcategories 'Welcome Guide', 'Expat Map – Where to go', 'Obligations', 'Needs', 'Opportunities' and 'Useful Links'. These subcategories in turn are divided, allowing users to find specific information on registering with the Foreign Police, acquiring a residence card, job hunting, medical services, school and accommodation, etc.

Partners in Rača noted that even though the Brno Expat Centre and the Centre for the Integration of Foreigners provide services effectively (and in foreign languages), other institutions such as the Foreign Police and the Municipal Office have problems communicating with their clients in English. In addition, it was reported that staff are often impatient (three respondents, although now fluent in Czech, stated that they would have appreciated a more patient approach bearing in mind their language learning difficulties in the beginning).

Partners in Sfântu Gheorghe visited Salzburg's Integration Office – Integrationsbüro, a unique municipal structure that provides practical help and advice to immigrants. It has a wide variety of programmes and brochures for integrating migrants. To improve their work, in 2015 they began cooperating with NGOs, voluntary groups, migrant organisations, churches and libraries. The booklet 'Welcome to Salzburg', translated into 13 languages,

offers useful pointers and addresses, in addition to information on numerous services provided by the municipality. Immigrants have found the booklet to be very useful and suitable to their needs in terms of the practical information it provides. With the assistance of the local authorities, immigrants are able to solve their problems easily. The Integration Office has greater autonomy, and more funds allocated in the local budget; therefore, its responsibilities and functions are wider. The result is major differences in the powers of the local authorities and the administrative services they provide.

The Sfântu Gheorghe team also visited the Austrian Integration Fund (ÖIF), a fund of the Republic of Austria that offers integration services at the national level. The ÖIF offers immigrants support with integration issues via its integration centres, which are found throughout Austria. Such assistance focuses on the needs of immigrants in order to facilitate their success in education and employment.

Among the good practice examples from Salzburg municipality, partners from Sfântu Gheorghe highlighted the fact that all the functions of the administration are very well distributed and coordinated – there are no gaps in the available information or the process of collecting data/the type of data collected. Unfortunately, such an efficient process is not applicable to Romania since this would require a legislative change granting municipalities increased independence. The most important and striking feature for the Sfântu Gheorghe team was the fact that both departments are people-orientated and friendly in their service provision, which serves as a good practice that could be transferred to Sfântu Gheorghe.

6.2. Transference of good practices

Partners were asked how the observed good practices might be implemented in their municipality.

For the Burgas team, the most important and interesting feature in Vienna's MA 17 was the fact that this department is entirely people-orientated and friendly in its provision of services, which serves as an example of a good practice. The team's impression was that migrants were satisfied with these practices and that MA17 was making a concerted effort to find novel solutions and provide better support for immigrants. Still, the Burgas team, as a migrant-sending municipality, acknowledged that this example of good practice was not entirely applicable to their project activity. Nonetheless, a transfer of good practices is possible in the area of developing new, people orientated services.

Partners in Maribor reported that the good practice was not used as an example for Maribor municipality. Although the issue of student dorms/accommodation was mentioned during the focus group activity, it was not considered enough of a priority to warrant an intervention during the pilot activities. However, it has drawn attention to how other municipalities attract youth and may indicate why a certain amount of outward youth migration from Slovenia to Austria occurs.

Partners in Rača found that their municipality could learn from the practices in Brno in several ways. For example, they could consider implementing low-threshold language courses. 'Low-threshold' means that immigrants are able to attend a course without registering. Further, they can take a course in a community or family centre where they feel more comfortable than in a school or municipal office building. By following Brno's lead in this regard, the Municipality of Rača could potentially disseminate information on language courses and other activities through unofficial communication channels such as Facebook community pages where information is more likely reach the target group.

The Municipality of Rača was also inspired by the one-stop-shop activities in Brno in four ways:

- The nature of the information: information on the website should cover various administrative requirements (e.g. registration with the Foreign Police, acquiring different permits), life events (e.g. birth registration, seeking employment), other important services (medical services, educational services) and leisure and social activities (cultural events, links to expat communities, local sport facilities). By providing more information, it is less likely that clients will need further assistance. Thus, the administrative workload of the person of first contact in the municipal office will be reduced and he/she will be better placed to focus on their clients' problems, or on occasion, have time to accompany clients to other offices.
- Means of communicating the information: both the nature of the information and the way it is presented are important. The information should be easily accessible (e.g. the municipality website should be designed so that re-directing foreigners to the page is straightforward), and the main and subcategories should be logically presented so that users can be directed to relevant information quickly and easily.
- The information should be provided in languages depending on the local immigrants' respective countries of origin: besides English, the languages of the most abundant migrant communities should be considered, for instance, Vietnamese or Ukrainian.

The website should not be translated into very many languages since this might complicate the process of updating the information.

- Details should be updated regularly: for example, contacts on the most important institutions could be checked on a regular basis so that the most recent information is available. As a result, clients will not experience any problems contacting the institutions.

Additionally, the Municipality of Rača learned from some drawbacks in the one-stop-shop activities identified by migrant respondents in Brno. For example, the municipality proactively disseminates information through informal groups or community pages on Facebook, where the target group meet. It can be assumed that the target group finds it more convenient to check their respective Facebook pages than to regularly check the municipality website. Therefore, it would make more sense to provide information on Facebook (e.g. concerning amendments to laws that might affect immigrants or cultural events), rather than on the municipality's official website.

Partners in Sfântu Gheorghe reported a major conceptual barrier to implementing the good practices observed. Salzburg is recognised as a migrant-receiving city focused on the integration of immigrants, while Sfântu Gheorghe is known to be a migrant-sending one. As immigration is not an issue in Romania, and the administration faces no relevant challenges regarding the integration of newcomers (who are few in number), all attention has been channelled towards those young people with a migratory profile originating from Sfântu Gheorghe. Therefore, the primary objective has been to encourage and facilitate return migration towards the city or its surroundings.

In Sfântu Gheorghe's Local Status Quo Analysis, returned migrants discussed their motivations for moving abroad and the challenges they faced on returning home, including the process of reintegration; they drew attention to certain administrative issues, and the lack of policies and support on the part of official actors. The migrants had to deal with various problems on returning. A prime cause of frustration was related to the problem-solving capacities of diverse Romanian public authorities, compared to the quality of services that migrants were accustomed to in other countries, where citizens' problems are not treated with mistrust or indifference, as is often the case in Romania. The partners recommended that a user-friendly administration with more straightforward communication practices be developed. In their opinion, a more predictable administrative system based on new technologies and skilled and motivated employees would go a long way towards helping young returnee migrants feel more welcome. They stressed that a trustful, positive attitude

toward citizens, organisations and companies on the part of the local administration would be very important in this regard.

During the process of establishing the physical One-Stop-shop in the Registry and Public Relations Office of the City Hall, the project team of Sfântu Gheorghe merged the recommendations of local young people with the good practices they had observed, allowing the relevant information to be provided by a welcoming official in a single location.

At the One-stop-shop, citizens can receive basic information about different services offered not only by the regional and local institutions but also by other structures, e.g. companies and NGOs, for both general use and with particular relevance to youth migration.

Sharing professional experiences is of crucial importance to the improvement of administrative services.

6.3. Follow-up visits

Return visits by staff members of the partner municipalities were also requested. With the exception of the Burgas team, which welcomed a representative from Vienna's MA17 department, these requests were declined.

Partners from Maribor reported that there was no follow up to the visit, since the visited municipality did express any interest in this matter.

Partners from Rača mentioned that the study visit for the representatives of Brno municipality and the Brno Expat Centre should have been hosted during one of the planned project events in 2018. The study visit was postponed due to the local government election and the establishment of the new mayor's team in the Bratislava – Rača office. The return visit, however, is now expected to take place in 2019 with peer agreement and finalisation of the preparation process.

Partners from Sfântu Gheorghe invited two representatives of the Integration Office to visit their Municipality, but the return visit did not take place. According to the partners from Sfântu Gheorghe, Salzburg municipality staff did not consider it a priority, as young migrants from Romania make up only a small part of Salzburg's migrant stock.

Finally, only the Vienna – Burgas partnership generated a return visit, in June 2018. On this occasion, an expert from Vienna MA17 visited Burgas and participated in a workshop. Burgas places great importance on this exchange visit since employees from the local Civil

Registration Department also participated in the workshop, gaining valuable knowledge and first-hand experience from this professional who specialises in the planning, design, development and implementation of people-orientated administrative services.

All of this leads to the conclusion that while it is relatively easy to establish contacts based on the notion of 'learning a good practice', this does not necessarily turn into a long-term connection beneficial to both parties.

7. Conclusion and outlook

YOUMIG's Activity 6.1. was built on the premise that direct contact between migrant-sending and migrant-receiving municipalities can facilitate cooperation between municipalities in the area of youth migration.

The ideal cooperation should take place between a sending and a receiving community, with migrant flows identified between them. In most sending communities, there is no legal obligation for persons leaving a place for more than 6 months to deregister. Even where such a requirement exists, it is not enforced by a penalty, and ultimately, its fulfilment depends on the persons' good will. The exchange of information and data between local authorities in sending and receiving communities can greatly improve the tracking of human flows and data connected with this issue.

That said, administrative functions are strictly divided: each government authority has its specific functions, and under the existing regulations, one authority cannot take over the functions of another. It is impossible for an administrative structure to provide information on services that are under the authority of another structure; this stemming from the detailed regulatory framework of the powers of the different bodies. The Kanjiža team is a case in point: the authorities in Heidenheim refused to make contact with the visiting delegation. As a result, the interviews in Heidenheim were limited to representatives of the immigrant community. One possible solution in this respect would require institutions to reach out to diaspora associations, cultural institutes and ethnic schools etc. Even so, an unwillingness to cooperate might still persist, especially where divisions within the diaspora exist. This issue would require further investigation. (Scheme A)

A possible solution in terms of peer-to-peer cooperation is to rely on already existing partnerships (twin city/sister city). Such partnerships facilitate contact with the partner municipality, and a contact that is already established is more likely to elicit a positive

response to a request for a follow-up visit (i.e. a return visit on the part of the host). However, partnerships are not always relevant to the issue of youth migration. (Scheme B)

Another solution is to contact those municipal departments responsible for immigrant integration, as they might express interest (and be legally competent) in establishing a cooperation scheme. An example is Vienna's MA 17, a unique structure providing practical help and advice for immigrants living in Vienna. The Burgas team visited MA17 and there was a follow-up to the visit as well. Visiting a partner institution to learn from a 'good practice' provides a solid framework for cooperation. (Scheme C)

In terms of developing a cooperation scheme, the main challenge concerns the sphere of action within which a local government operates. Some of the project partners are local authorities in countries with a centralised government (those of Bulgaria, Hungary, Romania, and Serbia), while municipalities in other project partner countries have greater autonomy (those of Austria, Germany, Slovakia, and Slovenia). In the case of decentralised governments, their local budgets receive larger funds from a wider range of sources; therefore, the responsibilities and functions of these local authorities are correspondingly wider. This results in major differences in the powers of local authorities and the respective administrative services they provide.

Under decentralisation, local authorities are responsible institutions that administer services such as population registration, health insurance, and social assistance; whereas in countries with centralised government structures these functions are under the authority of various ministries – normally based in the capital and operated locally through branch divisions. Hence, the inability of municipalities in countries with centralised governments to affect directly the administration of these processes. A strict division exists between the functions of executive power in individual bodies, and the power of these bodies defined by regulations with regard to the services they provide.

Due to the significant differences in the administrative powers and functions of local authorities in the context of centralised and decentralised government, cooperation is only possible in relation to a limited number of responsibilities, such as entry and deletion in address registers, and the exchange of good practices on registration.

A possible area for future development relates to cooperation in designing information and support services for immigrants to facilitate their integration in the foreign country, and to provide assistance for those migrants returning home. For this purpose, however, a fundamental change in the regulatory framework (entailing decentralisation) would be

needed, giving local authorities wider powers and functions – in effect, enabling them to take on some of the functions of other institutional bodies.

From the perspective of migration flows, these exchanges of information can be ordered according to the following ideal types:

- 1) Between a sending and a receiving community,
- 2) Between two receiving communities, and
- 3) Between two sending communities.

Between communities of the same type, the exchange of good practices should be the most important element, while cooperation between a sending and a receiving community should be based on purely practical matters such as the exchange of information and data.

8. Annex: Study visit report template

(September 2017)

Please fill in PART 1 of this template BEFORE your visit!

When ready, please send it to the LP (youmig@ksh.hu) and the Burgas team (vh.dimitrova@burgas.bg) 10 days before your visit at the latest.

Please fill in PART 2 of this template AFTER your visit!

When ready, please send it to the LP (youmig@ksh.hu) and the Burgas team (vh.dimitrova@burgas.bg) 10 days after your visit at the latest.

PART 1

Name of the YOUMIG Local partner:	
Name of the Municipality to be visited:	
Date of the Study visit:	
Participants from the YOUMIG Local partner team:	
Planned interviews or meetings:	1.
	2.
	3.
	(add more lines if necessary)

Based on the suggestions below, please compile a list of questions for each interview or meeting.

Suggested questions for the representatives of the institutional/administrative units that deal with migration or with youth issues:

1. What kind of data do you have about migrant groups arriving in/departing from your municipality? What data sources can you access and use (registers of local/national authorities or institutions, local or national surveys, research)?

2. What are the most useful data sources that you use for migration- and youth-related policymaking? Please, provide us with links to these databases (if publicly available).
3. How do you use migration-related data in policy decision-making? What kind of data/ indicators would be important for the improved management of these processes? Have you identified any weaknesses? How were/are they addressed?
4. How many people work on migration-/youth-related issues in your institution? What are their daily tasks? Do they have any written guidelines or protocol on how to resolve problematic cases?
5. What new practices/projects, connected with the management of the impacts of migration have you implemented in the last three years? What are their results? Do you have any reference material available online?
6. Which measures from the implemented projects do you consider successful or innovative, and therefore warranting further implementation?
7. Do you have any information about the migrants' attitudes and needs towards the local administration (e.g. information about administrative obligations, satisfaction or dissatisfaction with the migration-related institutional bodies, main trends and issues related to youth migration, migrants' future plans and motivations etc.)?
8. What could be improved with regard to the process of managing the impacts of migration, or the registration process, based on your experience?
9. How do you envisage cooperation with a local authority/migration office from a sending (receiving) country – e.g. the exchange of data, staff, or by other means?

Suggested questions for the migrant community representatives/potential migrants:

1. Why have you decided to migrate/ why do you intend to migrate?
2. Have you achieved your objectives? What are your expectations?
3. What are your intentions – do you expect to stay here for long or do you plan to move back to your hometown, or to another city?
4. Do you know anything about the registration process? Have you already gone through this process? Is it complicated? Do/did you need any assistance or to consult with professionals in this regard?
5. What are your attitudes and needs towards the local administration (e.g., information on administrative obligations besides registration, satisfaction or dissatisfaction with the migration-related institutions, etc.)?
6. Do you stay in contact with people from your country/your city that also live abroad? Is there any organisation, association or informal group for people from the same hometown?

7. Do you maintain connections with your hometown? What kind of administrative tasks do you usually have to fulfil when you visit your hometown? What kind of services do you use there?

Feel free to add more questions.

Interview Guideline 1.

Interviewed person or visited institution:	
Questions:	1.
	2.
	3.
	4.
	5.
	(add more lines if necessary)

Interview Guideline 2.

Interviewed person or visited institution:	
Questions:	1.
	2.
	3.
	4.
	5.
	(add more lines if necessary)

(Add more Interview Guidelines if necessary.)

PART 2

Name of the YOUMIG Local partner:	
Name of the visited Municipality:	
Date of the Study visit:	
Participants from the YOUMIG Local partner team:	
Completed interviews or meetings:	1.
	2.
	3.
	(add more lines if necessary)

Please describe the following aspects of your Study visit (1 page for each point):

1. Evidence-based governance – inputs for YOUMIG Act. 4.2. (Improved indicators)

What are the most important pieces of information that the local administration is unaware of with regard to the local immigrant/emigrant communities, although they would benefit from knowing such information?

What are the most important pieces of information that you would like to know about young migrants departing from/arriving in your city?

Can they help you with information?

Can you identify any information gaps between the migrant communities and the institutional bodies? If so, can you help them by providing relevant information?

2. Good practices – inputs for YOUMIG Act. 5.1. (Pilot activities)

What are the most noteworthy good policy practices connected with youth migration management that you have seen?

Are young migrants satisfied with these practices? Do these practices reflect their needs?

How could you learn from these practices?

Have they been able to learn from any of the practices that have been implemented in your municipality?

3. Good management – inputs for YOUMIG Act. 5.2. (One-stop-shop)

Have you seen any innovative administrative practices in local services linked to youth migration?

Are young migrants satisfied with these practices? Do these practices reflect their needs?

How could you learn from these practices?

Have they been able to learn from any of the practices that have been implemented in your municipality?

4. Next steps in building transnational cooperation schemes

When could the municipality's staff that you have visited, make a return visit? Could it be linked with the local YOUMIG event No.3 (summer 2018)?

What areas are they interested in?

5. Please feel free to add any comments or remarks