



# A guide to developing a MiFriendly City



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# Foreword



**Councillor David Welsh,**  
Cabinet Member for Housing and Communities,  
Coventry City Council

Coventry has a long and proud history of welcoming people who choose to make our city their home. Whilst many migrants come to live and thrive in our city, we want to do more to support our more vulnerable migrants, and, in particular, our asylum seekers and refugee communities. As Cabinet Member for Housing and Communities, I am proud of the progress and ambition we have shown in our MiFriendly Cities project.

Migration is something that is socially, politically and economically complex and collectively we strive to identify not only what Coventry does well, but also use the learning from MiFriendly Cities to shape future strategies and plans. If we are successful, this will further strengthen community cohesion, making use of the rich community assets available in Coventry and will contribute to the inclusive growth in our city.

MiFriendly Cities was able to facilitate some really innovative developments, setting a blueprint for how best to support and improve the experiences of migrants not only in the city but across the region by giving them a sense of belonging and encouraging them on their journey to integration. As well as introducing new initiatives, the project brought further coordination and a boost to existing migration networks, supporting the work of the West Midlands Strategic Migration Partnership (WMSMP) and the region's two refugee and migrant centres, who between them support over 300 people each day.

MiFriendly Cities recognised that refugees and migrants bring with them a diverse range of skills, qualifications and professional experience bringing enormous value to our region, our economy and our society. The project enabled us to bring together a wide range of organisations and individuals aimed at addressing identified challenges and building solidarity between communities. From the grassroots upwards, we saw citizens across the community working with local businesses, statutory, and voluntary organisations to build a Migration Friendly region together.

MiFriendly Cities will leave a lasting legacy not only for cities in the region, but for other European cities to learn from each other and to recognise the creativity and skills of their migrant citizens. I am proud that Coventry was able to lead on such an innovative and enabling programme, investing in the region's future by providing opportunities for all residents, skills, employment, physical spaces and supporting fostering new friendships, talent, creativity, education and skills.

I hope you will find our ideas and suggestions within this guide useful and that they will present an opportunity to learn and to support the continuous evolution of migration friendly cities.



**Councillor John Cotton,**  
Cabinet Member – Social Inclusion, Community Safety  
and Equalities, Birmingham City Council

Birmingham has a long history of welcoming migrants from all corners of the globe and as a safe place for those seeking refuge. We are proud to be a City of Sanctuary, one which embraces all refugees, asylum seekers and migrants who have sought to make Birmingham their home. A place where someone can thrive regardless of their background.

The MiFriendly Cities project presented an opportunity to explore innovative ways and activities to aid integration. In Birmingham there was a focus on active citizenship, employment pathways and social enterprise. As a city we benefited further from the project's programme of wider opportunities on offer across the region.

Being part of a unique collaboration, within a multi-sectoral partnership was at times challenging. However, the partnership's shared commitment and focus on wanting to make change happen was one of the real strengths of this project.

This guidebook encapsulates three years of hard work and learning. We very much hope the knowledge and advice contained within the guide will support the continuing involvement of truly MiFriendly Cities where *everyone* lives well, together.



**Councillor Bhupinder Gakhal,**  
City of Wolverhampton Council

MiFriendly Cities was an inspiring project that helped to transform people's lives, by empowering our migrant communities and building community cohesion. The project gave Wolverhampton a unique opportunity to develop innovative ideas to tackle the challenges facing the client group. MiFriendly Cities partners have sought to bring alive ideas that the cities may not have been able to invest in before to resolve such challenges, in this guidebook we share our learnings and experience of implementing this approach.

# 1. What is a MiFriendly City?



Migration across borders has been and will remain a fact of life. People continue to move for love, education, better weather, better jobs. Others are forced to leave due to global challenges such as climate change, conflict, and economic instability. Consequently, migration will continue to be a dominant driver of social change in Europe, particularly within European cities, where most migrants continue to settle. Under this assumption sustainable development for the 21st-century city must include effective policy to ensure the long-term integration of economic migrants, refugees, asylum seekers, and others into the urban fabric to then be best able to capitalise and cultivate the talents and skills of those new citizens.

Between 2018 and 2021, three urban authorities in the United Kingdom's West Midlands region jointly carried out a large-scale Urban Innovation Action (UIA) [<https://www.uia-initiative.eu/en/theme/integration-migrants-and-refugees>], piloting an ambitious approach to integration that would move them towards becoming Migration Friendly or a MiFriendly City.

To develop this approach three authorities – Coventry, Birmingham, and Wolverhampton – built a broad partnership that not only gave both active and formative roles to organisations and agencies from public, private and third sectors but crucially to participants from their local migrant communities.<sup>1</sup>

The successes and challenges of their three-year progress towards MiFriendly City status can, they believe, now inform city responses to migration across Europe. Drawing on the experience of their joint UIA action, this guidebook aims to support multiple urban authorities in following this path to achieve **MiFriendly Cities** status.

1. In this document, *participant* is used to mean *migrant refugee, asylum seeker or other, taking part in the MiFC programme*.

# 2. How we see a Migration Friendly City

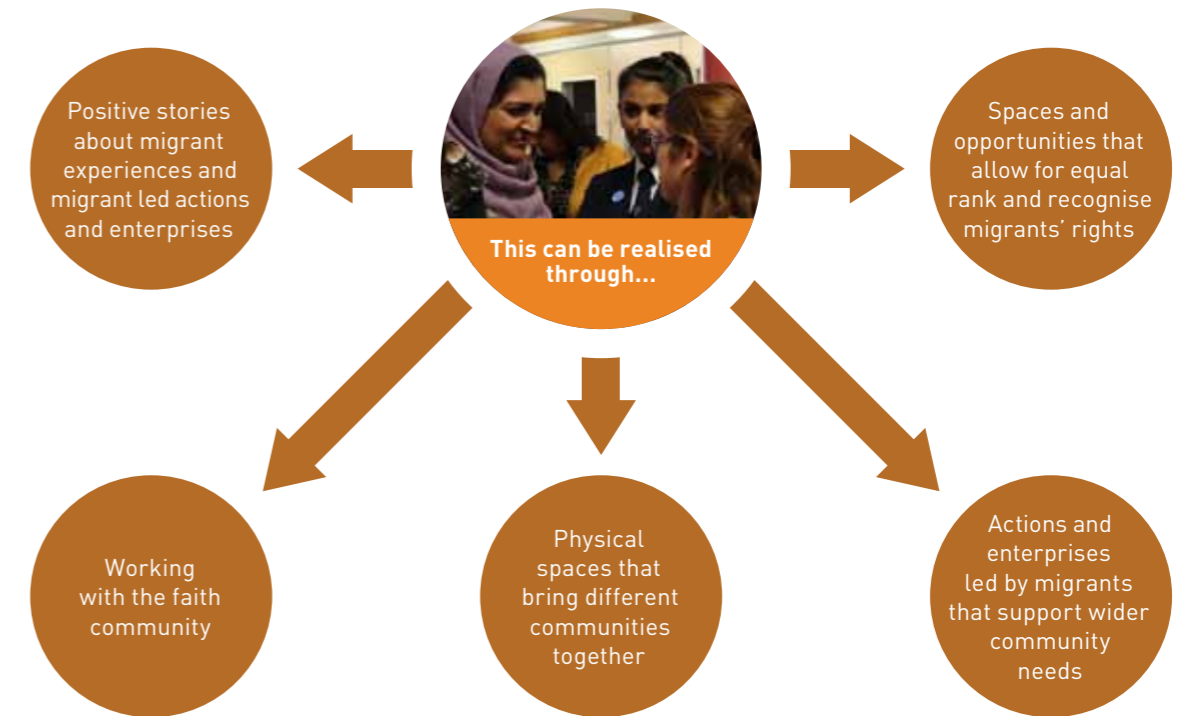
The process of creating the Migration Friendly City (MiFC) is steered by four **core values**:

- It sees the **positive potential of migration** for its social, cultural and economic life.
- It puts **migrants at the heart of city development**, as pioneers of change.
- It makes a **long-term commitment** to following through the actions they initiate.
- It values **diversity** of partners and the **connections and collaboration** between them.

MiFC aims to tackle barriers to integration by adopting a grassroots approach as a principal way to support social mobilisation<sup>2</sup>. This corresponds to the Urban Living Lab knowledge production, a core feature of numerous urban change programmes, including the EU's Urban Innovation Actions. Urban Living Labs focus on co-creation, collaboration and commitment to creating connections across the urban system, in addition to responding to the emerging discussion of citizen participation in policy-making.<sup>3</sup>

But the MiFC process is more than a concept. It has powerful practical effects. It redefines the expectations, responsibilities, and contributions of actors in the migrant integration process. By enabling migrants to apply their skills and knowledge, they can then contribute fully to the city's economy, wellbeing, and social life. This includes consideration of opportunities for migrants and longer-term residents to learn, socialise and work together.

## CONTACT BETWEEN MIGRANTS AND LONGER TERM RESIDENTS CAN HELP REDUCE PREJUDICE



2. Social Mobilisation is the process by which individuals or sections of society mobilise in order to effect social change.  
 3. [Urban Living Labs in JPI Urban Europe | JPI Urban Europe \(jpi-urbaneurope.eu\)](https://www.jpi-urbaneurope.eu/)

The process of developing a MiFC, therefore, goes beyond familiar principles of EU policy about migrant voice in integration and partnership between delivery agencies. Work to create the MiFC (as in the West Midlands UIA programme) also provides migrant communities with resources to launch concrete actions to tackle their needs as well as the needs of the wider communities that they live in.

At the same time, a MiFC builds a system of joint planning and collaboration, linking a range of services within each city authority together with other stakeholders across sectors, all working together to support the actions designed and led by migrant activists and entrepreneurs. The depth of this supporting structure and the range of actors involved – each offering additional contacts – in effect make the MiFC a whole city venture, in which migrant-led actions and enterprises can find extra sources of expert advice, market opportunities or like-minded co-workers. This means they can evolve even within the period of a grant-funded project.

THE MIFC APPROACH IS NOT ONLY PARTICIPATORY BUT ALSO DYNAMIC.

MiFriendly Cities are determined to create real change, which not only benefits migrant residents but is initiated and led by them, making individuals pioneers of change. Since this migrant-led innovation is often visible to natural citizens and may equally benefit them, this has the added benefit of creating positive interaction that can shift public attitudes towards migration, which in turn could influence policy approaches to integration.

To achieve all this requires intensive partnership work, staying power and a commitment to valuing the contributions of migrants. The MiFC project and the guidebook are founded on this spirit of positivity and solidarity.

### 3. Testing the MiFC model: why three cities in the West Midlands?



The West Midlands is one of Europe's most ethnically diverse areas with a long history of inward migration. Applying the MiFC model in such a diverse region provided an opportunity to trial the MiFC model's ability to generate innovative, grassroots action led by migrant participants. However, the unprecedented pressures from Brexit (the UK withdrawal from the EU) and the COVID-19 pandemic, resulted in the MiFC model being tested in unforeseen ways. The project's achievements, in this demanding context, go some way towards demonstrating the resilience, creativity and flexibility of this grassroots, social mobilisation approach.

The investment from the Urban Innovation Action of €4.3 million enabled its lead authorities to rapidly convene a unique team of organisations to co-design, prototype, test and evaluate this ambitious approach to integration. Backed by research and evaluation led by refugees and other migrants, the programme's scale and the diversity of its participants and partners made it possible to develop MiFC as a practical methodology with the potential to be transferred directly to other city regions or to be re-scaled for application to smaller urban areas of Europe.

## 4. What this guide offers

In a MiFC, its own citizens across communities – guided by migrant experience and in dialogue with elected representatives – will have decided for themselves what changes are needed for it to achieve MiFC status. So, there may be no prior benchmark for outcomes or conditions to be found in any given MiFC. The strength of this approach is precisely that migrants, with fellow citizens, make their own ‘benchmark’ as they co-design their own city.

This guidebook offers instead a model for the process through which elected urban authorities elsewhere in Europe, jointly with migrant participants and other citizens, can shape their own MiFC. Drawing on the experience of implementing this process in Coventry, Birmingham and Wolverhampton, it sets out the practical steps needed to achieve this goal in other cities of Europe.

It aims to reflect both positive and negative learning from this experience. Demonstrating the strong potential of its participatory, collaborative model, the guidebook is also realistic about difficulties in delivering some of its elements in the UIA programme, and about opportunities that could have been more fully realised. The guidebook sets out, as a chronological sequence, three phases through which the MiFC can be developed.

For each phase, the guidebook expands upon the steps required by providing key learning and recommendations. These are evidenced through brief examples from the West Midlands programme. This material is offered to urban authorities and partners Europe-wide that share the MiFC core values and wish to apply this participatory approach in developing their integration policy, with potential benefit to all citizens.



## 5. The three phases of developing a MiFriendly City

### PHASE I: Creating the partnership (Suggested timeframe: Start Month 1 over 3-6 months)

#### 1.1. Identify local authority leadership

A successful MiFC will be based on support, buy-in and commitment from one or more urban authorities, and so partnership development must begin with the authority’s decision regarding the way it will carry out this lead role. Each MiFC will be implemented differently in each Urban Authority and it does not matter where the MiFC

sits, as long as there is buy-in, leadership support and commitment to the core values. As the MiFC develops and grows it should aim to engage all parts of the Urban Authority in feeling they have a responsibility for migrant’s needs.

#### Steps and actions

- |          |  |  |
|----------|--|--|
| <b>1</b> | <b>Urban Authority commits to lead a MiFC</b>                    | 1. The MiFC may be launched jointly by a partnership of cities, but for simplicity, we refer to a single lead authority.   |
| <b>2</b> | <b>€ – Initial investment secured</b>                            | 2. The Authority identifies and agrees to a funding source. This could be an external grant or from an internal budget and can be expanded upon as the MiFC develops.  |
| <b>3</b> | <b>Internal team appointed</b>                                   | 3. The Authority selects the internal management team or processes that will steer the MiFC, convene its partnership, include other stakeholders and migrant representatives who will support migrant participants.  |
| <b>4</b> | <b>MiFC core values adopted across the WHOLE Urban Authority</b> | 4. Across all relevant services and departments within its structure, the lead authority communicates with its officers about the MiFC programme, its core values and goals and their importance for the city – and begins building internal relationships that will sustain the city-wide system of support for this programme and its migrant-led actions. |

### Examples from MiFC implementation in the West Midlands, UK

**COVENTRY:** Coventry City Council acted as the “Main Urban Authority” on the project. 21% of Coventry residents were born outside the UK. The existing Migration Team implemented MiFC and had responsibility for overall project coordination. Coventry City Council’s core value of “One Coventry” committed MiFC to encourage collaboration and support across all departments.

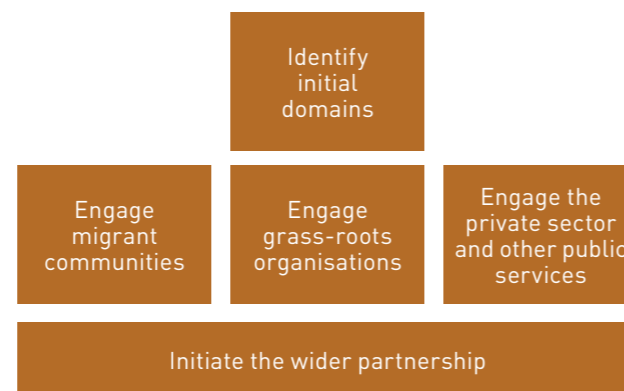
**BIRMINGHAM:** MiFC was led by the Refugees & Migration Team, with links across the council. As 22% of Birmingham’s population reported as non-UK born, it is not possible to ensure the Council’s vision due to capacity issues; one-fifth of its residents is given to one team. This necessitates a whole-council approach.

**WOLVERHAMPTON:** The structure at the City of Wolverhampton Council differs from the above, and there is no designated refugee or migration team. MiFC implementation was therefore dispersed across the organisation.

## 1.2. Engage potential partners

Partnerships are strongest when they engage a diverse range of organisations, each playing an active and formative role in shaping and delivering the project. A diverse partnership can build connections between sectors and narrow the ‘gap’ between decision-makers and grassroots groups, whilst enabling individuals benefitting from the project to access wide-ranging support and opportunities. The partnership could include civic, non-governmental, migrant-led, and private and public sector organisations, who are all aligned by their commitment to the MiFC core values.

### Steps and Actions



#### 1. Identify initial priority domains of the MiFC

Undertake desk-based research and draw on existing local knowledge to identify domains. From this, it is advisable to draw on initial external partners e.g., education, safety, housing. If the MiFC team has access to local migrant communities or representative organisations they should seek their input into the ‘domains’ or focus on areas identified. If this is not possible, then these domains will be more robustly identified in Phase 2. Organisations with expertise aligned to the initially identified domains should be approached to join the partnership. The subsequent partner meetings should include sufficient time to build a common understanding of the MiFC core values and develop the ideas.

This is where the value of having different actors involved with different expertise and ways of working and approaches from grassroots to local governance can be used to create a strong set of ideas.

#### 2. Engage Migrant Communities

Migrant communities should be represented within the governing body of MiFC and consulted on the evaluation process and the implementation of domains and action areas. Recommended approaches to achieve this could include:

Consultation Workshops

A Migrant Advisory Panel

Consulting organisations representing migrants

Working with Faith Leaders and faith organisations

Identify individual Migrant leaders or innovators

#### 3. Engage Grassroots Organisations

Prioritise identifying small grassroots organisations – that may not traditionally work with an urban authority – as these organisations or community leaders are closest to the individuals you want to engage. Some helpful approaches include:

Micro/small organisations may be identified more easily at neighbourhood level

Engage the support of voluntary/third sector and other existing networks

Set meetings at different times of day and at weekends to accommodate individuals and organisations varied schedules and responsibilities.

#### 4. Engagement of other Public Services and the Private Sector

Public and private sector activity can support an individual’s integration journey. Areas include employment, housing, health and education and rights (see Ager and Stang 2004 for more information<sup>4</sup>). Engagement with core public services, therefore, is an important factor in the ability of a MiFC to meet the wide-ranging needs of the individuals it intends to support in the long term. These public services also hold significant resources, such as students (an often untapped resource), that could be mobilised for the benefit of the MiFC. Initial engagement could start at the senior level within Institutions and can build from there. Institutions to be considered might include:

Health Services

Education from schools through to University/ Higher Education

The Police

Social Housing providers

It is important to approach relevant employer bodies, as well as any non-governmental organisations (NGOs), supporting migrant access to the labour market in order to a) support routes into employment and b) identify barriers employers may face in employing refugees and migrants. It may be found, for example, that local employers are lacking knowledge of the rights to work for refugees. Once barriers have been identified solutions such as training materials or guides can be developed.

4. Ager, A. and Strang, A. (2004) Indicators of Integration: Final Report. Home Office Development and Practice Report 28. London: Home Office.

## 5. Initiate the full MiFC Partnership

Once MiFC has engaged with local migrant community representatives, grassroots organisations and – where appropriate – other public services and private sector representatives, an initial meeting of partners should convene. This collaboration between organisations makes a rich MiFC programme for migrant participants possible. A diverse partnership also brings with it significant contacts, resources and networks. This has the added benefit of wide dissemination of information and sharing of ideas to a larger pool of individuals, organisations and geographies.

### Examples from MiFC implementation in the West Midlands, UK

**External Partner Engagement:** Coventry University and Coventry City Council identified partners from existing projects and relationships who share the core values of MiFC, and spent considerable time with them to understand their priorities, looked to how they could align their organisations with the MiFC, and investigated resources they would need to be able to contribute. From these meetings came several opportunities to unlock innovative actions that could be scaled up through the partnership and across the three cities. Later, when the partners came together, entirely new ideas for actions were co-created such as the migrant-led Social Innovation Project. For more information: (<https://mifriendlycities.co.uk/social-innovation-reports/>).

**Diversity:** “A strength of the project and perhaps a deliberate design (and certainly what attracted some of us to join) was that the nature of the partnership included councils, private sector, universities, migrant-led organisations and other NGOs, which enabled the partnership to work on integration in a much more holistic and multifaceted way” (*MiFC Partner, Migrant Voice*).

**Shared Values:** “We have had lots of comments in workshops about the importance of having partners who share the same values (i.e., migrant/ refugee justice and support). This helped carry the partnership and meant we all had the same core interests and goals” (*Partner, Share our journey workshop March 2021*).

**Value of Migrant Experience:** “The diversity of [migrant] experiences and approaches to problem-solving are an unequalled source of value that every community would be lucky to utilise” (*Victor Iringere, former participant, now working in Coventry Refugee and Migrant Centre*).

**Employer networks:** MiFC, partnered with <https://refugeeemploymentnetwork.co.uk/>. The network brings together candidates, support organisations, public sector bodies and private sector employers to turbo-charge how they provide opportunities to refugees. This partnership now leads a MiFC Business Leaders Forum.

### Challenges that could be encountered

Possible Challenges	Impact	Mitigation Measures
Individual employer partner with shared core values and a strong Corporate Social Responsibility policy withdraws their engagement due to economic pressures.	Medium	Engage multiple employers, in addition to employer networks, throughout the programme and consult with them on their priorities and challenges. Share how adopting a MiFC approach can be beneficial to employers, for example, migrant skills can be identified to match employer vacancies.
Inequality between the large and smaller sized partners.	High	It is critical to work as a partnership with key roles and responsibilities assigned fairly and equally shared, but also account for capacity and areas of expertise.
Lack of opportunity for migrants’ voices to be heard and central to the MiFC.	High	Clear established mechanisms should be put in place in the pre-planning and planning stages to help mitigate this.
Contradictory values and approaches, which should have been explored early on, within the partnership can lead to disjunctions and tension down the line. For example, partners and internal departments may have different ideas of what integration means.	High	Build time into the programme from pre-planning forwards to develop relationships with relevant internal departments to communicate MiFC and its core values. The structure can follow and be informed by this.
Unrealistic aims can lead to pressure on resources.	Medium	Start small and build up. Use pilots and case studies from other programmes to engage internal partners.



## PHASE II: Planning – making participation real

### Start Month 3: 12 months duration

Phase II focuses on communication mechanisms; conducting a local migrant needs assessment; developing the theory of change; initiating and assigning roles and projects. These actions will run concurrently, with the roles and projects expanding within Phase III.

### 2.1 Programmes Communication process

The communications resource needs to reflect the size of the partnership. The larger and more complex the MiFC partnership is a larger communications resource will be needed. Furthermore, it is not just about communications mechanisms, but about identifying as an important area of work that needs to be given sufficient resources to enable the partnerships to be effective. There should be two main focus areas, internal partnership communication and external communication. In all areas of communication, special attention should be paid to opportunities for participants to lead on communications. What should be achieved is the design of communication structures that will make it easier to plan the details of the activities with the needs of participants in mind. All the aforementioned internal approaches can support this to happen. Communication within this phase is also about establishing mechanisms and structures that can communicate and feed the MiFC learning and knowledge across all partner organisations, as well as other departments of the urban authority. Once established, relationships between partners should be nurtured.

### Steps and actions

#### Partnership communication

The following three aspects of a MiFC partnership communication strategy could be considered.

#### 1. Communication between the individuals and organisations within the governing body/main partnership

A MiFC needs participants and partners to co-design, co-develop and co-respond to action areas. Undoubtedly the biggest strength of the approach, outside of the Migrant-led ethos, is the energy, commitment, strength and positive impact that a varied partnership with tentacles out to wider networks can have. However, it may be that many of the partners have never worked together before and are likely to have very different organisational structures, language and culture. Spending time in the same rooms and engaging with each other regularly over a period of time will help all to become familiar with each organisations structures, languages and culture.

Approaches to support this might include:

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**Regular partnership meetings**

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**Team building days**

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**Collaboration on communication activities such as organising events**

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**Publishing a magazine**

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**A regular internal partnership newsletter (can also be shared more widely within the Urban Authority)**

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#### 2. Participants experiences and aspirations communicated to all partners (from participants directly and participant support organisations)

It is important to establish mechanisms to directly and indirectly involve participants and longer-term residents throughout the MiFC cycle. This could include:

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**Participant (or organisations representing them) membership of the governing body/partnership**

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**Featuring case studies of partners and participants experiences within the MiFC Internal newsletter**

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#### 3. Communication of MiFC within other Urban Authority Partnerships

Establish mechanisms for communication across departments within the urban authority to ensure that participants' needs are factored into all service delivery. This could include any number of approaches for example:

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**Displaying MiFC promotional material and literature in prominent places within the Urban Authority Building/s.**

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**Seconding MiFC staff into another department**

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**Working on MiFC activities with other departments**

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**Communication of MiFC within other urban authority departments**

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**Communication of MiFC with other local and regional bodies, strategies and funding programmes**

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#### External communication

External communication should aim to achieve 1) a clear brand for the MiFC 2) Communication approaches that can help to widen opportunities available for participants by engaging a broad spectrum of external partners. The MiFC may also want to communicate its progress to a wider national or international audience. Approaches to achieve this might include:

#### 1. Developing your MiFC brand

Having a brand that is easily recognisable can help to raise awareness of the programme. It can also help the partners to feel like they are part of something special. The partnership should contribute to developing the MiFC brand and associated marketing materials, which could include:

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**A MiFC logo/branding that could be used on partners emails etc**

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**MiFC designed PowerPoint slides**

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**Design the MiFC web presence (separate or part of each partner' existing webspace)**

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**Establish the MiFC social media channels (twitter, Facebook, YouTube, etc.)**

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#### 2. Communication approaches to widen the MiFC audience

A MiFC should promote external-facing communication actions that raise awareness and support participants to access wider connections with local services and Institutions such as: employers, educational establishments, sports clubs, faith groups, schools, and shared spaces (libraries, theatre, community centres). A MiFC is underpinned by the voices, skills, and enthusiasm of its participants. When participants can access wide-ranging support and social networks, they are better placed to contribute to the places in which they live and can share their own culture and experience more widely. However, not all organisations will be aware of how to reach communities and may not understand their needs and the contributions they can make, likewise, participants may not be aware of the services and support available to them.

Some communication approaches to support this could include:

**Promote participant/migrant voices across the various communications channels (web, social media, newsletter, ask them to speak at events etc.)**

**Regular external newsletters that are co-designed with participants and partners**

**Create a mailing list made up of the partnerships extended networks for the newsletters**

**Plan a MiFC launch and subsequent annual events to share progress**

**Develop regular positive news stories and case studies to be sent to local networks, press and media**

**Sharing stories**

### Examples from MiFC implementation in the West Midlands, UK

**MiFC Launch and Annual events:** The project collaborated with the annual Rising Global Peace Forum (<https://www.risingforum.org/>), to launch the project and provide an update in the following years. This provided the project with a local – International audience. In our final year, with COVID-19 restrictions in place the final event, Share Our Journey, was held online (enabling a wide audience to attend). All the events included opportunities for participants to lead workshops, present on panels and share their experiences.

**MiFC YouTube Chanel:** We created a YouTube channel, specific to the project as a way of share stories and experiences (<https://www.youtube.com/channel/UCp9lQyx7oydYeuSIO5TE0AQ>).



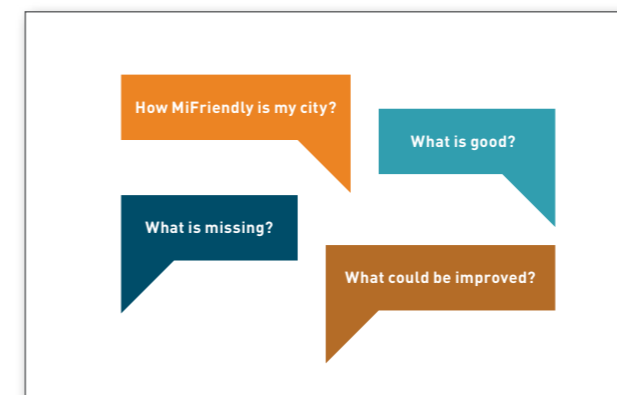
## 2.2 Conducting a Migrant Needs Assessment

In the MiFC project, the migrant needs assessment identified jobs, skills, citizens and voices, start-ups and ideas and futures as the priority areas for the cities. This will be different for each city so it's important to hear from participants, stakeholders and partners what the needs specific to the MiFC are, this will shape the actions designed in phase 3.

### Steps and actions

Start by developing a baseline assessment of the migration-friendliness of the city:

- For example, you could use postcards completed by individuals at events (example below); partner input; feedback in planning workshops, or a survey of local residents.



Postcard side one



Postcard side two

- While a MiFC should involve longer term residents in the project, as well as participants from migrant, refugee and asylum seeker backgrounds (MRAS), the focus of the initial needs assessment should be mainly on MRAS participants, who are often not heard.
- A MiFC is a place where everyone can thrive and therefore MRAS should be engaged in actions where relevant with longer term residents and stakeholders. The exact numbers engaged, should be decided at city level.

### Examples from MiFC implementation in the West Midlands, UK

In the MiFC project most local funding excluded asylum seekers and so we focussed on recruiting participants from this group to the project to address the gap. Some partners focussed almost entirely on MRAS participants and other partners engaged longer-term residents (maximum 20%) and MRAS as participants if they experienced similar vulnerabilities (for example unemployment).

MiFC also collaborated with other local projects to help with actions that engaged an equal number of MRAS participants and longer-term resident participants. How a city goes about defining political viability of its MiFC vision. Focussing on common vulnerabilities, needs and gaps helped to focus where resources should be deployed.

- Get to know the needs of the city through wide and varied consultation and evidence gathering. To more clearly identify most pressing needs and gaps a simple table can be used to record findings from workshops and identify domains etc. This can inform the initial actions to be implemented (table: Coventry needs assessment)



# A Theory of Change for MiFriendly Cities

Issues/need	Service mapping	What do we need more of?
Language	Foleshill Women's Training	More quality community-based provision
Housing	CARAG	More housing close to amenities and city centre
Access to Healthcare	The Meriden centre	More information and communication of health charges and health rights of asylum seekers
Employment	The Job Shop	Lack of knowledge of migrant employment rights amongst employers

- The results of the needs assessment should define a baseline for the city, showing how close or how far it is from being Migration Friendly. This assessment can help to identify gaps in provision, the partnership and opportunities for activities/projects to be developed.
- The needs assessment can be used to understand what has and what hasn't worked before and can be used as an opportunity to ask participants what solutions they envisage. This information will provide valuable material and evidence of need that can be used to articulate needs and gaps in funding, resource, service provision and policy areas.
- It will not be possible to deliver all of the activities/projects that have been identified during the need's assessment. The partnership should come together at this stage to categorise activities that should begin 'Now', 'Soon', or 'Later'. The activities to be taken forward 'Now' will depend on the level of need and resources available in your MiFC partnership. Those under 'Soon' and 'Later' can represent opportunities to do more as further resources become available.
- A theory of change (ToC) can be developed to help robustly identify success measures for the actions identified. A ToC is a technique to help the partnership understand how it can achieve the change they want. Putting in place a ToC helps to look at where we want to get to as a partnership and then identifies the smaller changes and practical steps or actions that you need to take to achieve your desired outcomes. For MiFC, the

logic models are the actions to enable migrants and refugees to integrate, thrive, working with and within.

- The activities under the 'Now' category should be explored within the creation of an initial 'Theory of Change'.

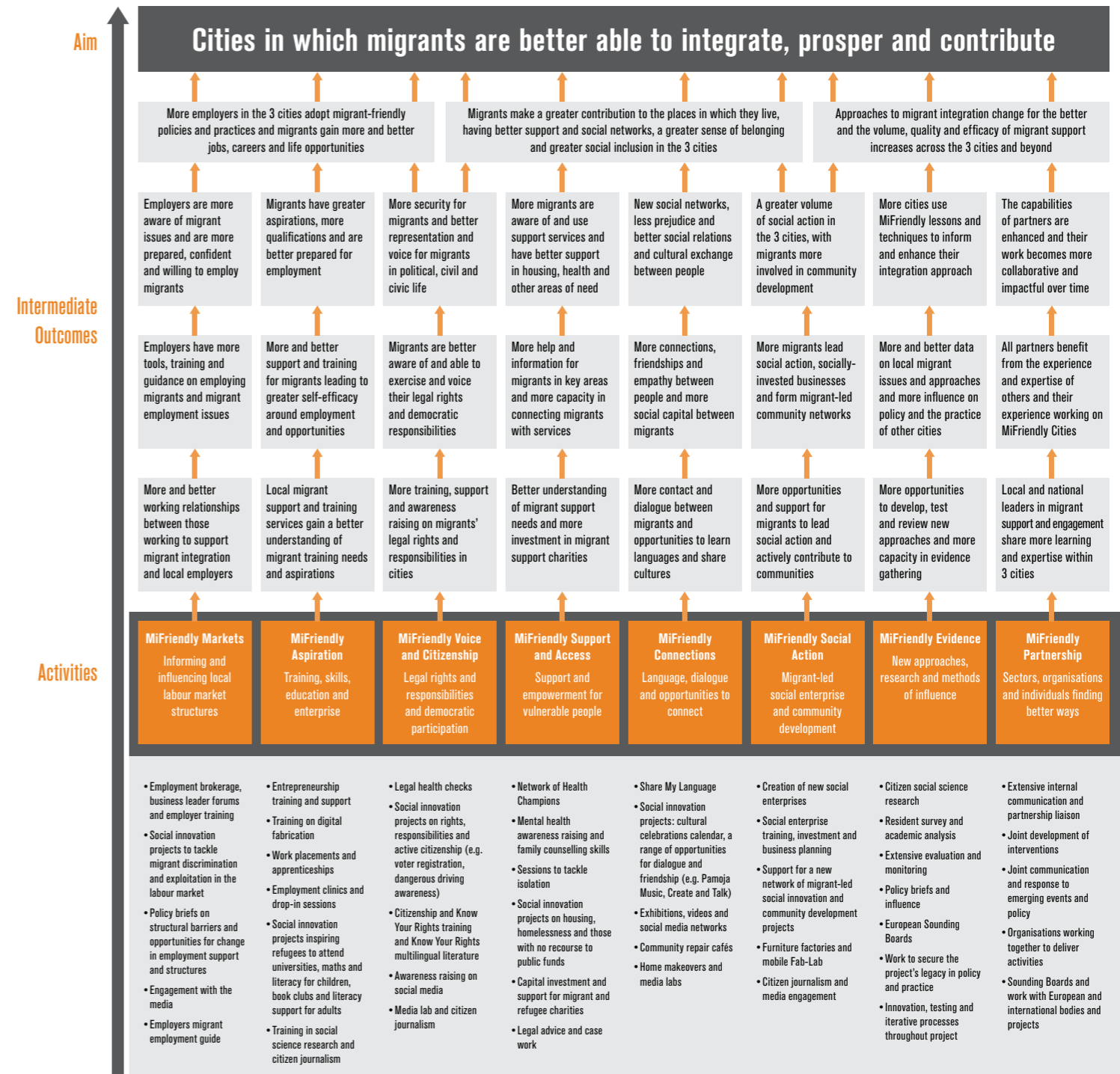
## 2.3 Prepare your own Theory of Change (ToC)

### Steps and actions

A ToC will enable you to identify the main aims, activities, outcomes, and measures of success. The success measures and outcomes should be co-designed with participants, making the ToC a participatory tool, against which success can be measured. A practical guide to developing your own MiFC ToC is provided in Annex B.

#### Example ToC from MiFC implementation in the West Midlands, UK

Coventry University co-ordinated the development of the MiFriendly Cities ToC and subsequently interviewed participants and partners to evaluate the success of the MiFC project. This work was supported by the MiFC Citizen Social Scientists (locally trained participant community/peer researchers).



## 2.4 Assign roles in MiFC actions to migrant groups/projects

The MiFC governing body should initially assign roles to individuals and organisations in the core partnership (based on experience, resources and track record), whilst simultaneously working to identify roles for participants, wider migrant groups and individuals. One barrier that should be reviewed is that a MiFC programme will often require grant support from a major funder. This grant is typically subject to regulations that rule out any direct transfer of resources to community organisations that are small, micro or informally managed. These typical funding infrastructures can therefore exclude those who are closest to the participant communities that are the target of a MiFC. Given the importance of these often informal organisations, the MiFC should identify ways for them to be directly involved in the partnership through, for example, representation on the governing body, participation or leading on action areas. If the MiFC is working across geographies it is also worth spending time identifying actions that could be delivered in all locations. Some potential approaches to assigning roles and projects are described below.

### Steps and actions

- 1) Conduct an audit and subsequently find ways to unlock the resources that exist within the City's larger institutions to support activities. This might include, for example, meeting space, internships, volunteer placements, University student societies providing informal language sharing sessions, empty shops offered to community organisations, re-purposing of waste e.g., furniture, laptops etc.
- 2) Find ways for the grassroots to link and work with the policy decision-makers and larger organisations by identifying activities that can build capacity and sustainable connections between participants, smaller organisations and larger institutions (e.g., migrant innovator, community organisation, employer network, migrant health champion, migrant-led health social enterprise and the City Public Health Department).
- 3) If the MiFC includes multiple cities/locations create opportunities for networking across geographic boundaries.

4) Include flexible financial schemes that are open to anyone with an innovative idea, project or social enterprise that corresponds to the MiFC action areas;

- Set out a transparent process for selecting projects and their lead groups, and criteria for assigning funds to them. Participants should be part of this process (e.g., as mentors or part of the selection committee)
- Invite applications, make the selection and provide opportunities to match-make to encourage partners/individuals to come together to deliver joint projects
- The application process could include a call for projects or a bidding process where organisations respond to a call under MiFC activity areas. A simple application template form could be used or organisations could apply by video. Alongside this process, support should be made available to help give feedback on project design etc. Alternatively, a 'pitch day' where participants pitch their ideas to an audience could be used as a way of allocating funding.
- A similar approach could include support and a financial scheme for participant-led social enterprises. Self-employment is often a route into employment for participants due to the barriers they face in the labour market. Self-employment within a social enterprise, however, is more about the ability of a migrant-led social enterprise to achieve change for their own and the wider community. Social enterprises (a business with a social purpose) contribute to the economy and employ people but more importantly, they provide social benefit.<sup>5</sup> However, the sector has limited involvement from migrant, refugee and ethnic minorities. Lack of access to credit and funding alongside religious, gender and language barriers all contribute to the issue. As a result, opportunities for potentially high impact and community-focused enterprises and entrepreneurs with valuable experience of migrating to a new country are lost.<sup>6</sup>

5) Get agreement from several small, informal and grassroots organisations working closely with participant communities to be included on the mailing list and to subsequently redistribute the information on MiFC actions of specific relevance to participants.

## Examples from MiFC implementation in the West Midlands, UK

### Grant pot for grassroots innovation projects.

Grassroots mobilisation is essential to building community solidarity around themes of relevant local interest, and establishing bottom-up participatory approaches in all areas was critical to the MiFC model. We delivered this by supporting 15 participants to bring their ideas to life as creative grassroots community projects focusing on issues such as housing, employment, access to health care and community empowerment. Individuals and groups were invited to apply for funds from a small grant pot (up to €6,000 each), they were mentored by MigrationWork and continue through their newly established Network – the Network of Migrant Innovators.

**Social Entrepreneurs:** MiFC recruited over 30 budding social entrepreneurs to take part in the Evolve social programme, which trained participants in how to start-up and develop a business with a social purpose. By the end of the course the participants submitted their business plans and pitched for seed investment, 16 social entrepreneurs were awarded proof of concept funding up to €5,000 each, they continue to be supported by Coventry University Social Enterprise and some have since employed additional staff.

## Challenges that could be encountered

Challenge	Impact	Mitigation measures
The partners are so diverse in their organisational cultures, internal structures, languages and processes that the partnership dissolves	High	Ensure partners sign up to and are committed to the MiFC core values. Before starting any work create opportunities to get to know each other, learn each other's organisational languages and cultures, working patterns, cash flow procedures, legal and financial sign off etc. For example, larger organisations tend to need more time for sign off and processing than smaller organisations – knowing this may help assign who does what and when within the programme. Away days, workshops and exchanges of staff can help mitigate these challenges.
Funding criteria excludes individuals and grass roots project	High	A grassroots, flexible funding pot, can help a MiFC get closer to the communities it wants to support. Engaging small scale/ informal organisations that are part of and understand the challenges and opportunities can achieve a significant amount in a relatively small time-frame, whilst identifying innovative solutions that connect with the lived experience of the communities engaged.

5. [https://unctad.org/en/PublicationsLibrary/diae2018d2\\_en.pdf](https://unctad.org/en/PublicationsLibrary/diae2018d2_en.pdf)

6. <https://youngfoundation.org/projects/growing-migrant-social-entrepreneurship/>

## PHASE III: Implementation

### Start Month 10: 36 months

#### 3.1 Resource allocation

The MiFC project received just over €4m (20% included partners match funding) to implement 30+ activities, under 5 themes (Jobs, skills, citizenship & voices, start-ups and innovation and futures). The 11 partner organisations each employed an average of 2 employees and worked across 3 cities. The project experience validated a set of principles and a methodology which other cities can now replicate at varying scales. The substantial funding enabled partners and participants to explore these methods in-depth, confirming that they are robust and adaptable. Based on this experience we share what we have learned about how to prioritise resources, as detailed below.

#### Steps and actions

##### Domains and Action areas/projects

- Allocate resources based on the priorities identified in the planning phase and in line with the resource/funding available, the outcome of the need's assessment, associated consultation, partnership workshops and ToC.
- Resource the actions appropriately: It is important to have an equal partnership; that fully benefits from the specific skills and expertise of each partner and that encourages coalescence of these within the MiFC. To achieve this a MiFC could a) ensure that each partner has a theme or action area that they are responsible for, b) that there are many action areas where two or more partners collaborate, giving them an opportunity to learn from each other and enhance the offer available to participants and c) organisations with expertise in supporting MRAS participants help to build capacity within other organisations not specialised in supporting this group.

- Identify where existing resources and infrastructures can be unlocked to deliver actions that may need participant and partner support and connections rather than funding. For example, informal language exchange as part of existing activities in local libraries, or student societies delivering language cafés.
- Assign support for the grassroots projects and/or social enterprises agreed in Phase II, begin grant/seed funding distribution and start engaging them with the wider partnership.

#### Structural Resources and methods

- If the needs assessment identified that capital investment is required it will be important for the partnership to identify investment that has the greatest potential for long term sustainability. Is it a community space that brings different parts of the city together, an upcycling training centre, as in the MiFC project, shared accommodation for MRAS participants and other vulnerable long-term residents etc.
- Ensure that there is enough resource to support administrative requirements (although this will depend on the requirements of the MiFC funders).
- Use participatory methods throughout to co-create activities/projects, promote the work of the MiFC, as well as measuring success.
- Prioritise resource allocation for grassroots activity and capacity building, as they can empower communities that would otherwise be excluded by existing innovation and funding systems. One of the most impactful and sustainable MiFC action areas are the Grassroots social innovations.

- Consider the inclusion of volunteer roles and associated volunteer support and coordination.
- Identify platforms (networks, agencies, media outlets etc.) to promote participant-led activities and allocate resources accordingly.
- Knowledge of rights is a significant factor in a participant's ability to integrate and as such resources related to improving participant's awareness of their rights should be carefully considered. Our ability to navigate everyday life depends on knowing what our rights are.

- Then think about how awareness could be raised amongst participants, for example, families could be accessed through collaboration with schools.
- Where possible participants should be compensated for their work. Travel cards or covering transport costs is also extremely important to encourage participation.



- There may be a third sector legal advice agency in the partnership that can help develop materials for participants, or local legal companies may offer their time to help develop rights awareness materials, run workshops etc.

Example of actions and resources from MiFC implementation in the West Midlands, UK

<b>JOBS</b> ▶	<b>1</b> Careers guide 	<b>2</b> 100 further employment, apprenticeships training and job opportunities created 	<b>3</b> Digital guide for employers 
	RESOURCES ▶ Multiple Partner staff time	Multiple Partner staff time	Partner staff time
<b>4</b> 6 employers round tables 	<b>5</b> 3 employment brokers meeting 100 companies 	<b>6</b> Drop-in employment sessions 	<b>SKILLS</b> ▶
Multiple Partner staff time	Multiple Partner staff time	Multiple Partner staff time	
<b>7</b> Participants gaining accreditation 	<b>8</b> 500 ESOL classes 	<b>9</b> 100 people trained in D.I.Y, Carpentry and Painting and Decorating 	<b>10</b> Mobile fab lab 
University staff time	NGO staff time	Multiple Partner staff time	€23,000
<b>CITIZENSHIP AND VOICES</b> ▶	<b>11</b> Community Health Champions 	<b>12</b> Share my language sessions 	<b>13</b> 200 rights health checks completed 
	RESOURCES ▶ Multiple Partner staff time	Multiple Partner staff time	NGO staff time
<b>14</b> Rights awareness sessions delivered in schools 	<b>15</b> Community and home makeovers delivered for vulnerable people 	<b>16</b> Community repair cafés 	<b>17</b> MiFriendly online art exhibition 
NGO staff time	Multiple Partner staff time	University staff time	€11,000 Grant to Participant artists

<b>18</b> 30 Citizen Social Scientists trained 	<b>19</b> 100 citizen journalists trained through media labs 	<b>20</b> 30 volunteers supporting the project 	<b>START-UPS AND INNOVATION</b> ▶
University staff time	NGO staff time	Multiple Partner staff time	
<b>21</b> 16 social enterprise start-ups 	<b>22</b> 15 social innovation projects 	<b>23</b> 4 themed briefings produced 	<b>24</b> 1 social innovation project network 
€5,000 each seed funding	Up to €3,000 each funding	NGO staff time	€3,000 set up costs
<b>25</b> Stakeholder forums 	<b>FUTURES</b> ▶	<b>26</b> MiFriendly Cities scorecard 	<b>27</b> Opportunities map for influencing policy 
NGO staff time		RESOURCES ▶ University staff time	Multiple Partner staff time
<b>28</b> Hope House Collaborative Community Space 	<b>29</b> 2 furniture factories 	<b>30</b> Employer's survey 	<b>31</b> Resident's survey 
NGO staff time €150,000 MiFC €200,000 match	€200,000 (Coventry University match 60%), € Wolverhampton	University staff time	University staff time + €15,000 (2,000 residents)
<b>32</b> Employer training guide 	<b>33</b> Business Leaders Forum 		
Multiple Partner staff time	Urban Authority staff time		

BLUE = Ongoing, uses existing capacity

YELLOW = Ongoing, secured additional funding

**Example actions from MiFC implementation in the West Midlands, UK**

**Support for undocumented children:** Central England Law Centre (CELC) worked with local authorities to embed a process for supporting the immigration status of undocumented children (many are entitled to citizenship), as part of their 'Children's Services' remit. CELC are now developing a practice guide for social workers in the 3 local authorities which will provide frontline workers with the skills and knowledge to address these issues. To accompany this shift in policy, Coventry City Council will pilot the first citizenship ceremonies for young people in the country. This demonstrates a commitment by key actors in the region to make MiFC a reality for young migrants and their families.

**Value of Volunteering:** MiFC partners co-created a community health Champion (CHC) qualification, for participants (taking account of their unique experiences, cultural background and community links). CHC's were recruited by the refugee and migrant centres, trained by Coventry University and are now a valuable resource to the 3 cities public health departments. The volunteering experience helped the CHC's gain a qualification, work experience and to make connections with new people and organisations (many were asylum seekers, not yet eligible to work). Resource has since been allocated to employ a coordinator, who was a former CHC. *"The CHC's role around COVID-19 and dispelling myths has been so so important and they are a workforce we couldn't have managed without in such difficult times"* (Liz Gaulton, Director Public Health and Wellbeing Coventry City Council).

**3.2 Coordinating the MiFC actions**

Whether your MiFC programme is led by a consortium of authorities or a single council, it is important to establish a governing body with representatives from all partners and participant communities.

**Steps and actions**

Responsibilities of this body could include for example:

- Steering and coordinating the MiFC domains and associated actions
- Accountability for use of MiFC grant/s
- Fostering linkage across activities, projects (geographies) and partners
- Receiving and commenting on reports from actions and projects and ensure monitoring of impact and success against ToC criteria
- Including participants in the decision-making processes through representation on the governing body, participant led MiFC actions and identifying opportunities for participants to share their experiences

In coordinating the actions, it would be helpful if participant related data could be collated and stored at the lead Authority (this might include age, ethnicity, level of education etc.). The governing body should analyse this data regularly to help identify gaps e.g., low numbers of females participating. Be mindful of GDPR, do not share any data outside of the partnership and aggregate and anonymise individual's data.

**3.3 Support the evolution of MiFC projects and activities**

**Steps and actions**



### Examples from MiFC implementation in the West Midlands, UK

**Large institutions supporting participants and changing services** Coventry University delivered training within the home of asylum seekers. University staff learned first-hand about the challenges these participants face (e.g. isolation and loneliness) and subsequently provided additional information on other free training and social events, complemented with free travel cards. The University worked with Transport for West Midlands to make the travel cards for homeless people also available to asylum seekers to help them access activities.

**The power of collaborating.** MiFC created a network of its migrant social innovators. The Network is a partnership of user-led community projects and organizations in Birmingham, Coventry, and Wolverhampton, delivering innovative solutions to meet local needs of BAME & MRAS communities. The Network, is able to pool expertise to support each other's communities (<https://nominetwork.co.uk/>).

**Connecting grass roots with larger institutions.** MiFC invested in a full-time Share My Language (SML) informal language sharing, coordinator to an informal language learning and exchange in three cities. Initially implemented in Coventry libraries it grew from there. The movement now includes many University societies delivering weekly sessions. In Birmingham SML is delivered by a network of 18 organisations (provided with MiFC seed funding to get started) with the age of participants 0 to 84.

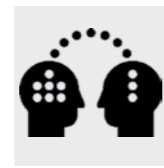
**Getting Migrant Voices out there.** MiFC partner, Migrant Voice trained 160+ citizen journalists. *"I used to ask myself who are all these non-migrants talking on behalf of us, migrants, asylum seekers or refugees? I had a voice, I've always had a voice but I didn't simply know how to make it heard. Thanks to Migrant Voice and the Media Lab training, now I feel empowered to tell my story to the whole world."* (Migrant Voices, Media Lab participant)

### 3.4 Promote positive MiFC friendly change in local institutions

In addition to directly benefitting the lives of participants, a MiFC will need to include non-migrants and work with local agencies and enterprises, the public and private sectors, to encourage ongoing change in their own institutional / corporate / policy practice. Some examples of specific actions to support this have been provided below. In general terms the MiFC, its staff, partners and participants should try to regularly meet with decision (and policy) makers across the urban authority and other institutions throughout the project. A commitment to engage, communicate and collaborate across organisational structures will create the foundation to achieving systems change that continues beyond the MiFC.

#### Steps and actions

Actions to support this might include:



- **Knowledge exchange** that could be in any area of expertise and between any partner but at its heart is a commitment to learning that can be applied to improve service delivery or even policy change.



- Using **data collection** methods/ criteria that are uniform across the partnership. This will make it easier to establish information about participants for the whole MiFC, identify gaps, typical age range, breakdown of male, female, etc. Being able to analyse, and interrogate this data can provide evidence that could be used to influence and make a case for service and policy change.



- Go beyond consultation by using **participatory approaches** to understand and match participants needs with non-migrants, local agencies, public private sector etc. This could include for example policy decision makers employing MiFC participants to conduct research with their own communities to improve understanding of how/if certain communities' access local health services.

### Examples from MiFC implementation in the West Midlands, UK

**Training,** The MiFC project organised refugee mental health awareness training sessions, delivered by the refugee council. This helped to upskill partner/stakeholder staff who don't typically support refugees, building capacity for supporting participants within the public, private and education sectors.

**Data,** The MiFC project connected migrant innovator Aké Achi (Migrants at Work) with Coventry university research. A survey of 200 employers provided information on employer's knowledge gaps related to employing people born outside the EU. The data was enhanced by follow-up workshops and a survey with 50 additional employers. This data was then combined with data of migrant's employment experiences to develop training materials for policy makers, employers and local authorities ([www.mifriendlycities.co.uk/resources](http://www.mifriendlycities.co.uk/resources)).

**Platform for Migrant innovators,** The MiFC project supported Migrant rights activist Aké Achi to establish a social enterprise to raise awareness of migrant labour exploitation and what needs to be done to improve the situation. Aké is now working with the European Commission delegation in the UK as part of a European Rights working group with representatives from 27 EU countries. This represents a platform to raise concerns about the impact of immigration and employment law and the political context on EU and EEA families. Migrants at Work are also partnering with Refugee Action and Coventry University's Centre for Trust, Peace and Social Relations to deliver training to migrant support organisations and local businesses.

**Participatory approaches,** The MiFC trained Citizen Social Scientists who undertook paid research to inform the West Midlands Combined Authority emerging mental health commission, the insight into participant communities that do not always recognise mental health has been valuable to informing new policy development and embedding new health provision approaches.

### 3.5 Participatory evaluation

Evaluation of the MiFC programme refers to the progress the MiFC is making towards achieving its ToC. It is not related to monitoring, as this should be covered by the administrative processes of the partnership.

The evaluation, based on the ToC should include both formative and summative components. The former is aimed at improving the programme activities' design and performance, helping to understand what is working, what is not, and why, and will be fed back to project partners with innovative solutions to problems co-produced.

A mixed methods approach to evaluation (qualitative and quantitative) could be utilised. This would include analysing for example the participant data (numbers engaged etc) complemented by qualitative methods such as partner and participant interviews or focus groups.



**Quantitative:**  
100 people aged  
5-70 attended



**Qualitative:**  
They attended  
because they wanted  
to make friends

In line with the MiFC core values, evaluation of the programme should include some participatory approaches. You can ensure this by:

- publishing results,
- using communications channels,
- sharing regular progress reports and
- supporting participants to directly engage with the evaluation activities (we used Citizen Social Scientists, as this terminology and approach is increasingly recommended within European Innovation programmes)



## Steps/Actions

Evaluation is best when it is an independent activity that is distinct from monitoring and contract management. The MiFC partnership may therefore convene an evaluation working group who meet regularly to:

- Map progress against the MiFC ToC
- Ensure input from all partners ('co-evaluation') especially migrant views.
- Include those who took part in the initial needs' assessment.
- Enable direct discussion of results between migrant representatives and senior political leadership of the MiFC programme, to ensure accountability.

### Example from MiFC implementation in the West Midlands, UK

#### Citizen Social Scientists

MiFC embedded participant driven evaluation from day one. Complementing the Citizen Journalists (<https://mifriendlycities.co.uk/get-involved/citizens-voices/>), this work built capacity within refugee and migrant communities by providing training and support. By having those closest to the problem setting the research questions, talking to their peers, observing the pilot projects and analysing results, we were able to deliver an appropriate response to the real-world challenges and ultimately a MiFC framework that can be easily replicated by other cities in Europe.

Coventry University trained over 80 Citizen Social Scientists to 1) undertake research related to MiFC (resulting in 60 CSS projects reaching 2,000 individuals), 2) evaluate the progress of MiFC and 3) be a resource within the region for other agencies (e.g. alumni have since been engaged to support research to inform the West Midlands regions emerging Mental Health Commission, one participant has started a PhD programme and another is informing members of Parliament about the experiences of asylum seeking mothers).

## Challenges that could be encountered

Challenge	Impact	Mitigation measures
Flexible funding pots within large organisations can require lengthy periods to process	Medium	To avoid this obstacle consider giving responsibility for this to a smaller organisation, they can be more flexible and often have shorter processing time for payments
Areas of activity become siloed	High	A MiFC communications strategy and group with representatives from each partner organisation and participants can be useful for sharing stories, cross fertilisation of activities and opportunity spotting
It is hard to understand exactly who is being engaged	Medium	Where possible use shared templates and online document sharing platforms to store marketing materials, participant registration forms etc. It can be useful to collate and regularly analyse the data in order to understand the participant journey and interests and better refer and provide a more holistic range of support.
Participatory approaches are tokenistic, as the resource available to support them is minimal	Medium	Participatory approaches such as social innovation projects, citizen social science etc. can be resource intensive. It could be useful to try this approach with a small number of actions so that at least some of the programme includes this.
It is not possible to pay some of the participants for their time because of budget constraints or because it could negatively affect their asylum application.	Low	In some countries asylum seekers cannot earn money or work, therefore Vouchers for a local supermarket could be used. Another way of giving back outside of financial compensation is through qualifications or a reference for work carried out to add to their C.V.

# 6. How to prepare Legacy

## What is 'legacy'?

'Legacy' is the enduring story that continues beyond the end: what remains, continues and lives on.



In this section, we focus on the steps that can be taken to extend the impact of a MiFC programme into future years. Opportunities to plan for legacy may arise at various points within the programme. Planning for legacy can begin from Phase II and should take account of the different types of long-term impact that can follow from a time-limited MiFC programme. The extended impact of the MiFC will be maximised by actively involving all the major stakeholders of the project in the process. The involvement of all stakeholders in preparing for the MiFC legacy will not only enrich the quality and effectiveness of the MiFC activities, it will also empower the actors, and raise their awareness, and sensitivities to issues concerning migrant integration.

As a result, the city will have built capacity, raised awareness and established structures that could sustain and possibly even mainstream MiFC approaches so that long term resource allocation is no longer needed. Preparing for legacy should include attention to changing policy and practice as well as sustaining relevant MiFC actions into the future.

## 1. Commitment to change in policy and practice

### Steps/Actions

Sharing a common understanding and vision of legacy between key actors creates a powerful sense of joint working, builds momentum, and helps to create a clear pathway for progress. To achieve a common understanding of the legacy it is important to:

- Establish a shared, common vision for legacy – key areas that you will focus on, for instance through workshops and away-days. What are people's ideas? What do we want to sustain?
- Explore the most common shared themes, ideas, and priorities within this. What are the top priorities of the group?
- Research how other similar projects or organisations have explored 'ending', 'sustainability' and 'legacy'. Reach out, talk to people, and see how their experience could inform your actions.
- Not just a one-off discussion. Consider fostering 'legacy' as a 'value' and priority included as an agenda item at regular meetings, to help everyone feel invested in and a part of the vision: then they will help to achieve it. Legacy issues and opportunities could therefore be monitored within project meetings and added to key

deliverables, which creates a culture of encouragement to identify and deliver further opportunities.

- Explore what key policy changes would lead to long term impact for all migrants in the region, and how learning gained from the MiFC experience might contribute to achieving this. Then secure buy-in for legacy from relevant political and external stakeholders. Successful legacy requires a culture change, focused on delivering solutions for the long term. This could be supported by a combination of regular workshops focused on legacy within the partnership as well as externally at Stakeholder Forums and events embedding learning into everyday practice, policy, and departments.
- In phase III participants, partners and MiFC staff should be meeting regularly with policy and practice decision-makers to identify areas where significant change has already begun and needs additional support to leverage and maximise this.
- Renew the MiFC coordination body as an inter-agency governing body to continue to champion MiFC core values and approaches for the long term and keep an eye out for opportunities within and beyond the partnership to a mainstream activity.

### Examples from MiFC implementation in the West Midlands, UK

**Legacy coordinator:** The MiFriendly Cities project hosted a virtual Sounding Board discussion on legacy and sustainability, inviting experts, projects and cities from across Europe to contribute their learnings and discuss the idea of legacy. The learnings and discussion informed our decision to engage a 'legacy coordinator'. The role focused on four key areas:

- The legacy provided by the growth and contribution of individual participants – our 'change-makers'
- The continuation of specific projects and programmes (for example social innovation and enterprises projects, or the Furniture Factory – <https://fablabcov.coventry.ac.uk/>)

- Contributing to the awareness and dissemination of learning and project outputs for partners within the project and also the engagement of senior leaders and politicians
- 'Joining' future activity with current programmes – are there projects on the horizon that have synergy with MiFC that can support with learning, networks and joint approaches

**Achievements included:** Attracting funding and growing the relationship with Coventry University to support the financial viability of the MiFC 'Migrants at Work' social enterprise; Securing funding for a Health Champion Coordinator and engaging Members of Parliament and other Urban Authorities

**System change:** As a result of MiFC Coventry University, changed its admissions policy in favour of refugees and migrants, reducing, in certain cases, the number of points needed to access higher education courses. *"Hello ladies, thank you so much for supporting me. I have been given a conditional offer from Coventry University. Thank you!"* (Participant, now studying International Law)

*"She is over the moon. I am too. We are all so proud of her! I think she is our first young person to make it to Uni. Her family was actually the first family to resettle in Coventry 5 years ago!"* (Migration team member, Coventry City Council).

### Sharing the Learning

- **Annual Rising Global Peace Forum**, MiFC initially launched at the Rising Global Peace Forum in 2018 and continued to use this high-level forum each year to include participants as speakers and workshop leaders. This enabled participants to engage with a local, regional and international audience in discussion, to showcase their work and to get input into the development of the emerging MiFC programme<sup>7</sup>
- **Share our journey event**, This event in March 2020 included panels of political decision makers and participants. The workshops enabled learning and discussion between them as well as tools such as an online whiteboard (Mural) that enabled participants, partners and political leaders to share their thoughts honestly and anonymously. The outcomes from this event will form part of the evaluation of the project.

7. <https://www.youtube.com/watch?v=607YsVmYRmU>

## 2. Sustaining the actions

### Steps/Actions

As well as sustaining the commitment to positive change in policy and practice, the MiFC partnership will want to continue some of the actions implemented as part of its legacy. Some example areas for consideration could be:



#### Branching out:

- Funding: securing funding and commitment for different actions – internally, or through external sources.
- Seeking external partnerships and opportunities for activities to merge, grow or be taken on elsewhere



#### Keeping things going:

- Sustaining key activities that have been successful and achieved good engagement
- Nurturing roles that show promise of being integrated into mainstream activity

- Supporting key participant social innovators and 'change-makers', who emerge as community leaders and key spokespeople
- Sustaining networks, relationships, and support groups
- Making the informal, formal: e.g., developing 'governance' structures and supporting informal groups to become formally constituted (e.g., as social enterprises, charities, or other legal entities)



#### Using what we have:

- Buildings, materials and equipment: exploring how to use these best to further the projects' aims beyond the lifetime of the project
- Developing and disseminating project learning widely and effectively
- As described within the Phase II, communication, building the MiFC 'Brand' or 'Marque' amongst participants, partners and authorities can create a positive reputation that has a longer lasting impact.

It will not be possible to sustain everything. To help prioritise, use evaluation findings to evidence the impact of all activities in order to make decisions about what to take forward. You need 'successful' projects and proof of success to ensure a legacy, so you must make sure you gather the evidence and case studies that do that. Effectively compiling evidence should start early, with securing future funding in mind. You can then seek resources for basic follow-on support to MiFC actions.

## Examples from MiFC implementation in the West Midlands, UK

*The MiFriendly Cities project held a mid-project 'away day' between all partners. Questions were explored such as, 'which parts of the project could we lose?' 'Which parts of the project do we not want to end?'. Thinking about the 'end-point' whilst in the middle of project delivery can feel strange, but it is important in order to maximise on the potential of the second phase of the project.*

### Capital investment (Legacy beyond the project)

A MiFC needs spaces where different communities can come together. We established three examples.

**Hope House**, a multi-purpose space, co-created by the project, located in the Coventry Refugee and Migrant Centre to provide a space for refugees, migrants and the wider local community to:

- develop social enterprise ideas in a co-working environment
- exhibit art
- run support groups and other community events and activities

**Eco Furniture Factories in Coventry and Wolverhampton**, co-created by the project to provide community spaces focussed on teaching practical skills to upcycle furniture and other goods that are then donated to vulnerable communities such as young people leaving care and to support new eco-enterprise start-ups.

**Participant led support for the wider community:** Furniture Factories, Coventry and Wolverhampton. Following the MiFC investment in these physical spaces they will continue to engage participants in supporting the wider community "MiFriendly cities participants had an extremely positive impact on local vulnerable young people who have got nothing. They helped them to turn the shell they lived in into a home" (Social worker, Wolverhampton City Council).

**Connections** and the relationships built across organisational, sectoral and geographical boundaries will continue to grow

*"Working with the local authorities we have learned how to connect across boundaries (geographical and sectoral). For example, some of our migrant innovators from Wolverhampton (a smaller Urban Authority area) have been able to access funding and support from Birmingham (a much larger Urban Authority area)" (Partner, Migration Work).*

### Sustaining participant driven Social Innovation and Social Enterprise start-ups

The Social Innovation strand led by MigrationWork CIC awarded grants to 16 migrants and migrant-led organisations to deliver innovative projects for community benefit. Participants had access to a range of tailored training sessions and received one-to-one support. MigrationWork also invested resource in supporting the development of a collaborative [network](#)<sup>8</sup> – the Network of Migrant Innovators (NOMI) – which is a self-governing opportunity for partnership and peer support between the MiFC projects. This Network is registering as a Community Interest Company and was a key to finding a sustainable and long-term model of support. "This is very important for legacy as it gives a bigger voice and mutual support" (Participant Share our Journey event March 2021).

The Social Enterprise activity was fortunate to be able to connect to the existing Social Enterprise UK network and Social Enterprise city status in Coventry. An example of the benefit of connecting into these larger networks is that CHRYSALIS CRAFT Coventry, founder made the Women in Social Enterprise (WISE) top 100 list of Inspiring Social Enterprise Leaders. Dr Seyedeh Naseriniaki founded her social enterprise with support from MiFC. She is now responsible for part of the UK City of Culture programme in 2021/2.

8. [Nomi-Network](#)

# 7. Appendices

## Appendix A

### Implementation of the MiFC in the West Midlands

City	Population	% Born outside UK	Team MiFC sits within	Internal partnerships	MiFC continues post 2021
Birmingham	1.149m	22%	Refugee & Migration team (Adult Social Care)	Employment & Skills, Adult Education, Public Health	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Linked to City of Sanctuary status</li> <li>• Commitment to work regionally</li> <li>• Community Health Champions to continue</li> </ul>
Coventry	366,800	21%	Migration Team (Public Health)	Rough Sleepers outreach, Employment & Skills, Education, Libraries, Ethnic Minority Achievement Service	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Linked to City of sanctuary status</li> <li>• Commitment to work regionally</li> <li>• Community Health Champions to continue</li> </ul>
Wolverhampton	256,600	16%	Housing & Public Health	Public Health, Skills and Employment, Education	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Linked to City of sanctuary status</li> <li>• Has taken on responsibility for the regional Strategic Migration Partnership<sup>11</sup></li> <li>• A new role has been created: 'Communities and Migration Officer'</li> <li>• Community Health Champions to continue</li> </ul>

9. <https://cityofsanctuary.org/>

10. Community Health Champions (CHC) were trained on a course specific to MRAS participants and included a curriculum centred around improving access to healthcare for MRAS, as well as, learning about typical challenges and needs of these communities. The main focus for the CHC's once qualified was to increase the number of MRAS accessing healthcare services in time.

11. <https://www.wmsmp.org.uk/>

## Appendix B

### A practical guide to developing your own MiFC Theory of Change

#### Actions/Steps

- Invite participants and partners to a ToC workshop
  - Identify outcomes and measures of success
  - TOC 'increases the likelihood that stakeholders will have clearly specified the initiative's intended outcomes, the activities that need to be implemented in order to achieve those outcomes, and the contextual factors that are likely to influence them.

#### 1st Task – AIM

- Split group into smaller groups (groups of 2 for example).
- On post it notes, write one aim in one sentence for the project
- Bring groups together to feed into developing the final aim

#### 2nd Task – Activities

(This part is about writing down the practical things the programme does).

- Write down everything the MiFC intends to practically do on post-it notes (these will come from partner meetings and the needs assessment).
- Condense these notes to between 4 and 6 for example 'advice and support' which might incorporate training, education, policy procedure etc.
- Code them and put into groups.
- Group them by what they achieve,

#### 3rd Task – Outcomes

- Take one pile of activities and say what it **achieves** – must be **directive**, immediate and obvious i.e., does it increase, reduce, enhance something. This is a pathway to the aim.
- Stick the post it notes together and get each group to present one pathway back.
- Check with the outcomes of the project are they the same? using the same language

At the end of the workshop there should be a clear idea of aims, activities and outcomes of the MiFC.



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