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1 Executive summary

Due to the recent Russian war of aggression against Ukraine and the refugee inflow as a result, a consultation survey was launched with ICC cities to identify major city challenges and needs. The objective was to support both the refugees and the cities affected, through collecting intelligence on good examples, identifying potential gaps for policy actions and peer learning among cities. Along with the survey, interviews were conducted with 3 cities, and desk research was used to get a more complete overview. This report is the result of these consultation activities, providing findings on trends, needs and opportunities faced by cities.

From the survey, the main challenges that ICC cities are facing is the provision of housing for the refugees, offering reskilling/upskilling opportunities, and inclusion of students in the education system. The needs follow in a similar vein, the consulted cities brought up the issues of housing for refugees, the need to offer reskilling/upskilling opportunities, the need to improve energy efficiency (due to energy prices), and the inclusion of students in the education system. From the interviews specifically, cities stated they originally faced coordination problems to activate the ecosystem due to the high influx of refugees and wide-ranging services they needed.

From the analysis of the implemented city initiatives, we can see that the cities are primarily attending to the initial needs of the refugees upon arrival, such as food, medical attention, and accommodation. Some cities are also supporting them in longer term through integration measures. The impacts expected were quick integration and sense of self sufficiency for refugees. They also limited the economic impact to refugees by providing housing and full wage and social benefits. Thus, trying to prevent societal disruption and negative feelings towards the war refugees. In the interviews, the cities stated that some of these initiatives will be reused in the future to help deal with other potential crises.

Several initiatives were found in the private sector, they usually set up online job platforms so that Ukrainians could find employment. For the private sector initiatives, the expected impacts were mainly economic, in the form of providing income for the refugees and filling labour shortages in the local economy, and social integration of refugees into the local area.

We also find that city networks and organisations, are expanding existing initiatives and utilising their network to help refugees integrate socially and economically. The expected impacts are mainly of enhancing knowledge creation and dissemination around refuge initiatives while also strengthening their city networks.

Analysing the effects of Russia's war of aggression on Ukraine in a more general way, it has greatly affected supply chains throughout Europe, which was already under pressure from the COVID-19 pandemic. Several dimensions, beyond restrictions and trade impact due to the war, has induced supply chain shortages. For the Ukrainian workforce, it is recognised for its skilled work force, with 70 percent of workers holding secondary or tertiary education degrees. 90% of the Ukrainian refugees are females and children. As a result, Ukrainian females have become the sole income of their households and some of these women are turning to entrepreneurship to provide income.

1 Introduction

Due to the recent Russian war of aggression against Ukraine and the refugee inflow as a result, a consultation survey was launched with ICC cities to identify major city challenges, needs and measures to support refugees' integration and mitigate the impact to the local economy and society. The objective is to support both the refugees and the cities affected, through collecting intelligence on good examples, identifying potential gaps for policy actions and peer learning among cities. This report covers findings based on feedback collected from 12 participating ICC cities, desk research, and interviews from three cities.

2 Mapping of city networks and organisations' initiatives (desk research)

We have in the following table, below, provided an overview of initiatives launched by city networks and organisations to either support Ukrainian refugees' integration or mitigate the impact to the local economy and society. Many of the city networks and organisations' initiatives aim at utilising their networks, adapting previous initiatives, and creating job platforms for refugees. These initiatives try to provide support networks, reskilling and upskilling, and jobs to help the refugees assimilate into society.

Table 1: Overview of organisation/network initiatives in support

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, networking, peer learning, employment, reskilling/upskilling, etc)	Website
Connection	Eurocities	<p>Connection overall seeks to promote transnational learning on integration policies and implementation of integration policies.</p> <p>Cities are invited to join the project to exchange benchmark practices and to jointly develop policy guidelines. These are targeting a larger audience, covering the following four themes/communities of practices:</p>	<ul style="list-style-type: none"> • Promoting transnational learning • Enhancing knowledge sharing 	<ul style="list-style-type: none"> • Funding • Best practice sharing • Guideline development 	https://eurocities.eu/projects/connection/

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, networking, peer learning, employment, reskilling/upskilling, etc)	Website
		<ul style="list-style-type: none"> • Developing a strategic approach to integration, participation, and interaction. • Integrating a gender dimension into integration policies. • Designing pathways to employment for migrants. • Providing one-stop-shops, in integrated manner, to integration needs. 			
UNITES – Urban InTEgration Strategies	Eurocities	<p>UNITES – Urban InTEgration Strategies aim is to co-design, train and accompany authorities at the local level to co-design integration strategies jointly with other stakeholders and migrants.</p> <p>The initiative further aims to:</p> <ul style="list-style-type: none"> • Improving integration outcomes through the co-design of integration strategies jointly with stakeholders and citizens as well as vulnerable migrants. • Training integration practitioners to manage co-design processes based on different learning forms and best practice exchange. • Fostering participation of citizens – both migrants and vulnerable migrants – to co-design an integration strategy. 	<ul style="list-style-type: none"> • Promoting integration strategies • Facilitating knowledge sharing of integration policies 	<ul style="list-style-type: none"> • Networking • Peer learning • Training 	https://integratingcities.eu/projects

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, networking, peer learning, employment, reskilling/upskilling, etc)	Website
		<ul style="list-style-type: none"> • Raising awareness on the advantages of a “whole of society approach” to integration. 			
Give a job for UA	Global Compact Network Ukraine together with Local Network Poland, in partnership with Parimatch, Jooble and Happy Monday	<p>The Give a job for UA initiative seeks to support Ukrainian refugees with finding employment. Concretely, such vacancies will be posted for free through respectively Jooble and Happy Monday job search platforms.</p> <p>Targeting refugees, it further seeks to:</p> <ul style="list-style-type: none"> • Help refugees with local regulatory and recruitment practices. • Negotiate with local companies on the allocation of jobs for Ukrainians. • Lists open local jobs. • Collect relevant information of the refugee for recruitment purposes. 	<ul style="list-style-type: none"> • Supporting refugees with job search and matching 	<ul style="list-style-type: none"> • Employment support 	https://globalcompact.org.ua/news/give-a-job-for-ua/
Working Group on Ukraine	Committee of Regions (CoR)	<p>The CoR Working Group on Ukraine was set up during Spring 2020. Overall, the ambition is to offer targeted political and technical support to Ukrainian partners to thereby support them to improve governance settings at various levels; it further seeks to reinforce local democracy and advance decentralisation reform.</p> <p>Because of Ukraine crisis, the Working Group assumed a more political role by formulating</p>	<ul style="list-style-type: none"> • Providing policy advice • Offering technical support on governance 	<ul style="list-style-type: none"> • Peer-to-peer collaboration • Governance support 	https://cor.europa.eu/en/our-work/Pages/Ukraine.aspx

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, networking, peer learning, employment, reskilling/upskilling, etc)	Website
		<p>a response for CoR and by providing support for Ukrainian partners.</p> <p>The main activities have evolved around:</p> <ul style="list-style-type: none"> • Organisation of summits and press conferences. • Delivery of platforms for cities to share initiatives. • Offering an info-support hub for regions and cities. 			
Resilience building and recovery Programme for Ukraine	UNDP	<p>A programme to support the Government of Ukraine and UN-led humanitarian and crisis response was launched by UNEP.</p> <p>This programme draws on early socio-economic assessments and built around three main pillars:</p> <ol style="list-style-type: none"> 1. Supporting Government-led crisis response and public service delivery. 2. Helping Ukraine leverage existing human capital, economic capacities, and natural resources. 3. Supporting institutions and civil society. <p>The primary focus is ensuring women and girls' equitable access to livelihood support and basic needs.</p>	<ul style="list-style-type: none"> • Facilitating upskilling and reskilling • Providing access to finance • Delivering business support 	<ul style="list-style-type: none"> • Reskilling / Upskilling • Rights protection 	https://www.undp.org/sites/g/files/zskgke326/files/2022-04/Ukraine-offer.pdf

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, networking, peer learning, employment, reskilling/upskilling, etc)	Website
Alliance4Ukraine	German Federal Ministry of the Interior and Communication, Ministry of State to the Federal Chancellor and Federal Government Commissioner for Migration, Refugees, and Integration	<p>This initiative's aim is to facilitate a network of coordinated solutions for refugees. The alliance is coordinating private and civic society to help the refugees. It is targeted at German-based organisations or organisations that operate in Germany.</p> <p>This initiative allocates financial resources donated by foundations, businesses, and individuals. They want to meet the financial needs of the refugees' organisations. They have raised EUR 1,463,042 and provided EUR 925,500 in grant funds for organisations providing aid.</p> <p>Their focus areas are extremely broad. For example, orientation and information, housing, provision and basic good, volunteer coordination, mental health care, medical care and emergency services in Germany, buddy system and accompaniment and many more.</p>	<ul style="list-style-type: none"> • Strengthening existing Germany-based organisations that can help refugees • Creating a network of coordinated solutions for displaced people and refugees 	<ul style="list-style-type: none"> • Funding • Networking 	https://alliance4ukraine.org/start-english/
ICC Centre of Entrepreneurship for Ukraine	International Chamber of Commerce of	<p>International Chamber of Commerce with the support of the Ukrainian chamber of commerce has announced of a new International Chamber of Commerce Centre of Entrepreneurship. Using their vast global network, the Centre aims to support Ukrainian SMEs affected by the conflict.</p> <p>The objectives of the centre of Entrepreneurship are to:</p>	<ul style="list-style-type: none"> • Strengthening the resilience of Ukrainian SMEs • Supporting refugees 	<ul style="list-style-type: none"> • Networking • Capacity building 	https://iccwbo.org/media-wall/news-speeches/new-icc-centre-of-entrepreneurship-to-support-ukraine-smes-and-refugee-integration/

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, networking, peer learning, employment, reskilling/upskilling, etc)	Website
		<ul style="list-style-type: none"> • Inspire future entrepreneurs. • Digitising SMEs. • Scaling up and start ups. • Fostering inclusive entrepreneurship. 			

3 Mapping of private sector initiatives (desk research)

The below table provides an overview of initiatives launched by private sector organisations to either support Ukrainian refugees' integration or mitigate the impact to the local economy and society. Private sector initiatives are more skills, employment and to a lesser extent cyber security. These initiatives try to provide employment, reskilling and upskilling to keep refugees in employment and to have an income.

Table 2: Overview of private sector initiatives in support

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, integration, networking, peer learning, employment, reskilling/upskilling, etc)	Website
Job Aid Ukraine	A Group of Entrepreneurs	Job aid provides a platform where companies can offer jobs targeted directly for the refugees for free of charge. They advertise jobs in various sectors and can be on-site or remote. They facilitate the communication between the refugee and employer.	<ul style="list-style-type: none"> • Promoting matchmaking of job seekers and employers 	<ul style="list-style-type: none"> • Employment 	https://www.jobaidukraine.com

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, integration, networking, peer learning, employment, reskilling/upskilling, etc)	Website
SPEAK	SPEAK	<p>The Portuguese start-up, founded in 2014, delivers a solution to support the integration of refugees from Ukraine based on language support by connecting refugees, volunteers, and organisations.</p> <p>The objectives links to:</p> <ul style="list-style-type: none"> • Tackling the social exclusion of migrants and refugees. • Connecting newcomers and locals through language and culture exchange <p>The initiative has a network of over 50,000 people throughout 23 cities. Volunteers can connect to offer help, including translation support, integration support, etc.</p>	<ul style="list-style-type: none"> • Supporting social inclusion of migrants and refugees • Offering opportunities for language and cultural exchange 	<ul style="list-style-type: none"> • Integration 	https://go.speak.social/ukraine-en/#featureservices-1
EU and Ukrainian operators on connectivity in support of refugees from Ukraine	EU & Ukrainian Telecom operators	<p>Facilitated by the EU, the initiative seeks to foster coordination among European and Ukrainian connectivity operators. The aim is to ease their efforts to provide affordable and free roaming and international calls between Ukraine and EU countries. The initiative is backed by the European Commission and European Parliament.</p> <p>The operators sign a joint statement concerning the need to ensure that they can sustain voluntary measures and apply</p>	<ul style="list-style-type: none"> • Ensuring that refugees can communicate 	<ul style="list-style-type: none"> • Other 	https://digital-strategy.ec.europa.eu/en/library/joint-statement-eu-and-ukrainian-operators-help-refugees-ukraine-stay-connected https://ec.europa.eu/newsroom/dae/redirection/document/85950

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, integration, networking, peer learning, employment, reskilling/upskilling, etc)	Website
		<p>them widely throughout Europe. A stable framework to support people fleeing the war in Ukraine to thereby stay in touch with family and friends back home and have access to information is provided by the joint statement.</p>			
<p>Support for refugees fleeing Ukraine</p>	<p>Airbnb & Airbnb.org</p>	<p>The initiative offers free short-term housing for up to a total of 100,000 refugees who left Ukraine. Airbnb and hosts provide funding for the stays.</p> <p>Through the initiative hosts can indicate willingness to offer homes for refugees. On this basis Airbnb works with governments to provide support in accordance with local needs in each country. In addition, it also works with non-for-profit organisations on the ground, who are supporting with bookings and coordinating stays for refugee guests.</p>	<ul style="list-style-type: none"> • Offering short term accommodation for refugees 	<ul style="list-style-type: none"> • Housing 	<p>https://news.airbnb.com/help-ukraine/</p>
<p>UA Talents</p>	<p>UA Talents</p>	<p>UA Talents is a job platform set up by Berlin based Ukrainian volunteers with relevant expertise. It is sponsored by a wide range of companies who are predominately in the tech community. It combines job openings from European companies with unemployed Ukrainians in search of a job.</p>	<ul style="list-style-type: none"> • Matching job seekers and employers 	<ul style="list-style-type: none"> • Employment 	<p>https://www.uatalents.com/about</p>

Name of initiative	Organisation behind initiative	Description (covering challenges addressed, objective of the measure and target beneficiaries)	Expected impact of initiative	Classification of initiative (funding, best practice sharing, integration, networking, peer learning, employment, reskilling/upskilling, etc)	Website
		They are trying to connect refugees with job openings from all over Europe. They have over 5000 job offers so far.			
Amazon's cybersecurity assistance for Ukraine	Amazon	<p>Amazon's AWS works directly with their customers and partners to keep their applications secure through a range of cybersecurity measures. A team of experts has been set up, working around the clock to help them spot any malicious malware.</p> <p>They have been working closely with Ukrainian Governments and Ukrainian IT organisations to help equip critical infrastructure owners and operators with additional information to protect their facilities.</p>	<ul style="list-style-type: none"> • Providing cybersecurity measures 	<ul style="list-style-type: none"> • Cybersecurity support 	https://www.aboutamazon.eu/news/community-engagement/supporting-humanitarian-efforts-in-ukraine#March4_anchor
AdAid.eu	AdAid.eu	<p>AdAid.eu is an online job platform targeted at Ukrainians who work in the creative industries. Their main sector of work is the marketing communications sector but are open to any assistance initiatives from any other organisations.</p> <p>They offer jobs from all over Europe and the refugees can work at a full time or free-lance basis. They also offer remote, stationery and hybrid work environments.</p>	<ul style="list-style-type: none"> • Offering employment support for the creative sector in Europe 	<ul style="list-style-type: none"> • Employment 	https://adaid.eu/en/

4 Cities' main challenges and specific needs (desk research + survey)

Table 3, below, presents the cities' survey responses on the main challenges faced because of the recent Russian war of aggression against Ukraine and the refugee inflow. Unsurprisingly, most cities brought up the issues of housing for refugees, the need to offer reskilling/upskilling opportunities, increasing energy prices and the need to improve energy efficiency and rising medical costs. Also, cities underlined the need for addressing supply chain shortages as well as legal and administrative support, while societal disruption was perceived as less of a concern. From the interviews, the main challenge that cities faced in the beginning was coordinating efforts amongst the ecosystem and municipality so that they could deliver the immediately desired services.

Table 3: Indicated challenges – overview of cities' survey responses

Indicated challenge	% Of Cities
Offering reskilling/upskilling opportunities	46%
Supply chain shortages	38%
Inclusion of students in the education system	38%
Impact of energy disruption	30%
Other	30%
Societal disruption	15%

The following Table 4 sketches out the open text responses to the main challenges identified by cities, complementing the above findings. A brief analysis indicates that most cities (approx. 50% of cities) have struggled with organising the entry of refugees including with the provision of housing. Around 35% of cities have reported concerns with increasing energy prices. While a few cities also indicated that they've faced challenges to provide medical care and experienced rising medical costs, the need to offer new reskilling/upskilling and schooling-related activities was also highlighted as a main challenge. A couple of cities underlined the impact on supply chain shortages. Lastly, the impact on companies' performance

(i.e., mainly those dependent on the Russian and Ukraine market) and the need to facilitate transit (i.e., those in border countries to Ukraine) to other destinations were also highlighted.

Table 44: Indicated challenges – overview of cities’ survey responses

Cities	Indicated challenges (drop down)	Description (open text)
Iasi	<ul style="list-style-type: none"> Supply chain shortages Societal disruption 	<p>The main challenges generated by the continuous flow of refugees:</p> <ul style="list-style-type: none"> Immediate medical care and assistance for those who are sick or in need. Organising the Ukrainians who want to stay there and work. The increase in the price of energy, gas and fuel have led to major disruptions in the supply of various raw materials and food products.
Karlskrona	<ul style="list-style-type: none"> N/A 	Organising the reception of the refugees and giving the refugees correct information. They are also reorganising within the Municipality so they can better face future challenges that may come with Ukraine.
Ventspils	<ul style="list-style-type: none"> N/A 	<p>The city of Ventspils’ main challenges is economic and monetary related:</p> <ul style="list-style-type: none"> Steeply rising costs for many materials, fuel, and gas which were previously imported from Russia and Belorussia. Also, the decrease in purchasing power. Risk of bankruptcy of company’s dependant on Russian market or sources of materials and resulting mass unemployment. The increase in budget for social, medical, educational services.
Molina de Segura	<ul style="list-style-type: none"> Impact of energy disruption Inclusion of students in the education system 	Achieving the full integration of war refugees who have arrived in the city.
Leuven	<ul style="list-style-type: none"> Inclusion of students in the education system Offering reskilling/upskilling opportunities Other: Housing/accommodation, short term (shortage container housing units, beds,) and long term 	<p>The city of Leuven is facing a housing challenges and education challenges for the influx of refugees.</p> <ul style="list-style-type: none"> Providing housing for the Ukrainian Refugees. The housing market is overheated as it is, and they have a structural shortage of housing already. Providing schooling and education for the children, in schools that are already full is an extra challenge.

Cities	Indicated challenges (drop down)	Description (open text)
L'Aquila	<ul style="list-style-type: none"> • Supply chain shortages; Impact of energy disruption • Offering reskilling/upskilling opportunities 	Higher energy costs and raw materials costs are causing issues for building companies involved in city reconstruction.
Kavala	<ul style="list-style-type: none"> • Impact of energy disruption 	Inflation in prices of energy and commodities.
Granada	<ul style="list-style-type: none"> • Offering reskilling/upskilling opportunities • Supply chain shortages 	Coordination of support to refugees.
Arad	<ul style="list-style-type: none"> • Offering reskilling/upskilling opportunities 	<p>One of the main economic consequences Arad is facing is the disruption of supply chains. One of the local companies that produces trams and train wagons has a shortage of necessary resources to build their products, which in turn causes delays in providing the city with new trams, initially contracted before the beginning of the war.</p> <p>As for the inflow of refugees, Arad is currently a temporary hub for refugees seeking to settle in Western European countries, given by the close border to Hungary and the international trains crossing our city.</p>
Heidelberg	<ul style="list-style-type: none"> • Supply chain shortages; Impact of energy disruption. • Offering reskilling/upskilling opportunities. • Inclusion of students in the education system • Societal disruption. • Other: Cultural and social integration 	<p>Heidelberg is facing various economic and social challenges:</p> <ul style="list-style-type: none"> • Securing permanent housing. • Determination and survey of health status. • Psychological help in case of traumatisation. • Integration of children into day care centres (Kindergarten) and schools. • Recognition of professional qualifications. • Language classes to be started as soon as possible. • Integration into the labour market. • Assistance with social integration to ensure participation in public life and social systems.
Pori	<ul style="list-style-type: none"> • Supply chain shortages. 	Understanding the work experience and education of the refugees to matchmake them with right employers.
Milan	<ul style="list-style-type: none"> • Offering reskilling/upskilling opportunities 	<ul style="list-style-type: none"> • Need to provide offering/reskilling opportunities and economic opportunities. • Health. • Educational services.

Cities	Indicated challenges (drop down)	Description (open text)
	<ul style="list-style-type: none"> Inclusion of students in the education system 	<ul style="list-style-type: none"> Psychological support.

A high-level overview of cities' responses on their specific needs is provided in Table 5 below. The responses resonate with the above findings on the main challenges, by bringing up the issues of housing for refugees, the need to offer reskilling/upskilling opportunities and for improving energy efficiency and performance. Beyond this, a broad set of needs are indicated, including for legal and administrative support, and addressing supply chain shortages.

Table 55: Indicated needs – overview of cities' survey responses

Indicated specific need	% Of Cities
Offering accommodation	69%
Inclusion of students in the education system	54%
Offering reskilling/upskilling opportunities	46%
Legal and administrative support	38%
Improving energy efficiency and performance	38%
Addressing supply chain shortages – humanitarian aid	31%
Addressing societal disruption	31%
Other	23%

When analysing the open text responses of the survey (see below, Table 6) it appears that most cities outline a need for support around organising the arrival of refugees and solve accommodation and housing requests. It is also outlined that several cities expect increasing costs associated to social and medical provisions. In addition to this, other specific needs voiced relate to:

- supporting those businesses that had a dependency on Ukrainian and Russian markets
- integrating refugees into labour markets
- improving energy performance and addressing supply chain shortages

Table 66: Indicated city needs – overview of cities’ survey responses

Cities	Indicated City Needs	Description of needs
Iasi	<ul style="list-style-type: none"> • Addressing supply chain shortages - humanitarian aid • Offering accommodation • Improving energy efficiency and performance • Addressing societal disruption • Inclusion of students in the education system 	<p>Iasi’s needs are more focused on the refugees arriving in the city:</p> <ul style="list-style-type: none"> • Accommodation, the acute need for translators, food, and financial donations. • The most acute needs are food, blankets, medicine, hygiene products for woman and children. • Identifying new avenues of business that depended on Ukraine.
Karlskrona	<ul style="list-style-type: none"> • Legal and administrative support 	The main challenge is lack of correct information from other authorities in Sweden.
Ventspils	<ul style="list-style-type: none"> • Addressing societal disruption • Offering accommodation • Other: Financial resources to cover manyfold increase in budget for social, medical, educational services 	Financial resources to cover the increase in budget for social, medical, educational services.
Molina de Segura	<ul style="list-style-type: none"> • Inclusion of students in the education system. • Improving energy efficiency and performance. • Offering accommodation 	Manage to adapt to the new prices of energy and raw materials, in addition to the extension in the delivery of materials, which has caused the extension of the deadlines for completion of work.
Leuven	<ul style="list-style-type: none"> • Offering accommodation • Offering reskilling/upskilling opportunities • Inclusion of students in the education system 	<ul style="list-style-type: none"> • Housing. • Language schooling. • Reskilling/upskilling to enter the local labour market.
L'Aquila	<ul style="list-style-type: none"> • Improving energy efficiency and performance • Addressing supply chain shortages - humanitarian aid • Offering accommodation • Offering reskilling/upskilling opportunities 	Mitigate impact of costs increase, find opportunities to include refugees.

Cities	Indicated City Needs	Description of needs
Kavala	<ul style="list-style-type: none"> Improving energy efficiency and performance 	For the time being, they temporarily host a limited number of refugees, therefore their needs mostly concern the economic consequences due to inflation.
Granada	<ul style="list-style-type: none"> Addressing supply chain shortages - humanitarian aid Offering accommodation Offering reskilling/upskilling opportunities Inclusion of students in the education system Legal and administrative support 	Coordinate the actions of humanitarian help and welcoming refugees.
Arad	<ul style="list-style-type: none"> Addressing supply chain shortages - humanitarian aid Offering reskilling/upskilling opportunities Inclusion of students in the education system Improving energy efficiency and performance Legal and administrative support 	The city's specific needs are closely linked to the national ones, that is, to re-establish supply chains.
Heidelberg	<ul style="list-style-type: none"> Legal and administrative support Offering accommodation Offering reskilling/upskilling opportunities Inclusion of students in the education system Addressing societal disruption Other: Support for integration in the labour market 	Heidelberg stated that the needs are mainly social: <ul style="list-style-type: none"> Clear framework conditions. Sufficient financial allocations. Qualified personnel for supervision and coping with bureaucratic procedures. Provision of housing. Additional capacity for unaccompanied youth and seniors in need of care. Additional teaching staff and equipment with hardware.
Pori	<ul style="list-style-type: none"> Offering accommodation. Other: information of work experience and education quickly. Also, our permitting process should be shorter (now 2 weeks before one can start working/educating) 	Pori needs more resources to quickly find accommodation for the refugees.
Milan	<ul style="list-style-type: none"> Legal and administrative support Offering accommodation Offering reskilling/upskilling opportunities Inclusion of students in the education system 	<ul style="list-style-type: none"> Housing, Economic and Educational needs

5 Cities' initiatives (desk research + survey)

Table 7 below, provides an overview of identified cities' initiatives collected from the ICC community along with some desk research of cities outside the ICC community.

An analysis shows that many of the cities' initiatives target the initial needs of the refugees upon arrival, such as food, medical attention, and accommodation. However, many cities are also supporting them in longer term through integration measures, e.g., by specific initiatives for Ukrainian entrepreneurs, providing up and reskilling courses and by matchmaking them with local SMEs so they can start working. Few cities have referred to the use of advanced technologies in doing so. We have come across the example of Amsterdam, tackling its energy dependency on Russian gas by reducing temperature in its public buildings from 21 to 18 degrees Celsius. Only a few cities have projected budgets stated.

From the interviews cities stated that it was still too early to see any tangible results from the initiatives now. However, they did think that the lessons learned from these initiatives are extremely beneficial to help them deal with further crises.

Table 77: ICC & non-ICC city initiatives

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
Alicante (Desk research)	Alicante Platform for Ukraine	FUNDEUN (Fundación Empresa Universidad de Alicante/University of Alicante Company Foundation) collaborates with the 'Alicante Platform for Ukraine' and leads a European Mobility Programme for Entrepreneurs.	The objective is to develop and promote a network of Ukrainian entrepreneurs based in Alicante that will help them start a new life.	Ukrainian refugees who are entrepreneurs who arrive in Alicante.	Develop their experience in entrepreneurship and business management.	N/A	EUR 830 per month from the European Mobility Programme for Entrepreneurs to boost their start-up.	https://fundeun.es/noticia/iniciamos-un-apoyo-activo-a-los-emprendedores-ucranianos-que-vengan-a-la-provincia-de-alicante/?fbclid=IwAR37VKewQ3nUr6KJqZQc36YJcnY1DCJmnw9SnFsAnAdwC9fqg88yH-uJOfk

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
Zagreb (Desk Research)	Connecting Communities	They have just started implementing several measures within the project aimed at integrating refugees. Among the services the city is implementing, are translation and interpretation services, offering refugees assistance to search for jobs, for requalification, and to receive food and shelter.	The integration of refugees into economic and civil society.	All refugees are targeted by this measure.	Integration of refugees in city and local labour market.	N/A	EUR 500,000	https://eurocities.eu/latest/zagreb-is-ready-to-welcome-more-refugees/
Iasi (ICC Survey)		The main initiatives are to support refugees. The municipality has provided free accommodation, free internet so that refugees can communicate more easily, without roaming. Setting up donation points, sending humanitarian aid, providing for the transport of refugees by special buses and conducting humanitarian campaigns.	The measures are targeting supporting refugees with arrival, accommodation and humanitarian aid.	All measures have been taken to support the families of Ukrainian refugees in Iasi, who want to transit the city or stay.	There are both authorities and private platforms for refugee support, with jobs offered to Ukrainians, with host families, free of charge, for refugees. There are also specific groups made on different social networks.	Fibre optic pull, installation of Access Points and routers to provide free internet. Creating dedicated online platforms to centralise volunteers, translators, donations.	No budget set.	N/A
Leuven (ICC Survey)		Integration efforts will be started to quickly match	Integration of refugees and	Targeting refugees looking for	Quick integration and sense of self sufficiency for	N/A	N/A	N/A

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
		<p>skilled labour with local needs of staff.</p> <p>Psychological support groups and individual support.</p>	psychological supports.	work and those needing psychological services.	refugees, limiting the economic impact of providing housing and full wage and social benefits to the refugees. Thus, trying to prevent societal disruption and negative feelings towards the war refugees.			
Leuven (ICC Survey)	N/A	<p>Language classes, matching employers with needed skills in refugee population, reskilling/upskilling initiatives with employers and educational facilities.</p> <p>The measures consider that the influx is not targeted towards skills and geographical needs, it is very haphazard and rather according to personal links of refugees with our city, or with Ukrainians and Russians already living here. When resettling longer term, it might be</p>	Integration of refugees into the society.	Refugees who are looking to work and integrate into the society.	Limiting economic and budgetary impact of providing long term accommodation and full social benefits to large numbers of war refugees. Preventing social upheaval should the refugee effort be a long term one. Helping shortage on the labour market, filling the gap.	N/A	It is envisaged to hire extra personnel, up to 20 extra FTE for integration purposes.	N/A.

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
		that Ukrainians follow the employment possibilities.						
L'Aquila (ICC Survey)	Aid and integration for refugees	Hosting refugees in buildings used after the 2009 earthquake, financial aids for Ukrainian students in university.	Accommodation for refugees and financial aid for students.	Students and refugees.	Financial stability and short-term housing.	N/A	Sources from different entities makes up the financial backing.	N/A
L'Aquila (ICC Survey)	Finding job opportunities for long-period stay	Agreement (under development) with local companies to support job inclusion of people considering.	Inclusion of refugees in the work force.	Refugees and local employers.	Providing income and jobs to refugees.	N/A	N/A	N/A
Arad (ICC Survey)	Romanian support and humanitarian assistance to foreign citizens under special situations, originating from	The initiative is a national law that aids foreign citizens fleeing Ukraine and settling in Romania. At local level, Arad reimburses expenses related to providing meals to Ukrainian citizens and other foreigners that fled the war zone, thus ensuring that volunteers have the necessary means to support them.	Provision of food.	Volunteers and refugees.	To ensure basic needs of refugees.	N/A	N/A	https://www.gov.ro/ro/pagina/ukraine-together-we-help-more https://sprijindeurgenta.ro

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
	the armed conflict in Ukraine							
Pori (ICC Survey)	Find work for Ukrainians, find accommodation for Ukrainians	N/A	N/A	N/A	N/A	Basic web form techniques.	Zero - will be covered from education and unemployment budgets.	https://www.pori.fi/tietoa-ukrainasta-Poriin-saapuville
Pori (ICC Survey)	Economic impacts of war.	Challenges on finance, supply chain, sanctions, energy price etc.	N/A	N/A	N/A	N/A	Zero - covered from other budgets.	
Granada (ICC Survey)	Reception of refugees through civic and religious organisations	The reception of Ukrainian citizens aims to protect these citizens and provide them with basic resources until they can return to their country.	Protection of refugees.	Refugees who do not intend on domiciling.	Safety.	N/A	The budget is managed collaboratively between different administrations.	https://kauppamari.fi/vaikuttamien/venajapakotteistayrityksille/
Karlskrona (ICC Survey)	N/A	We have collaboration with all the municipalities in the County and with the	N/A	N/A	N/A	Not yet but in the future.	N/A	N/A

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
		immigration office and the border police.						
Heidelberg (ICC Survey)	N/A	To provide all registration processes and necessary initial information on a platform and to give contact points.	To aid refugees with registration and contact information.	Refugees with no English.	To get the refugees registered with the correct authorities.	AI and WebCrawler.	N/A	N/A
Amsterdam (Desk research)	N/A	Amsterdam is turning down the base temperature in its public buildings from 21 to 18 degrees Celsius.	To reduce its dependence on Russian gas.	To cut its gas consumption by 15 percent.	If all of Europe were to follow its example, the bloc would be able to save 10 billion cubic meters of gas, according to the city.	N/A	N/A	N/A
Chełm (desk research)	Refugee shelter	City leaders are using empty commercial spaces to house Ukrainian refugees that have fled to Europe because of Russia's war of aggression. Pritzker Prize-winning Japanese architect Shigeru Ban — who previously designed shelters for people displaced by the Rwandan genocide — has used cardboard tubes donated	Provide shelter for refugees in a sustainable and quick fashion using empty buildings.	Refugees.	To show cities there is a cheap and efficient way to shelter refugees.	N/A	N/A	https://notesfrompoland.com/2022/03/16/polish-city-uses-award-winning-cubicle-design-at-refugee-shelter-in-former-supermarket/

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
		by Polish paper manufacturers to create individual spaces within a former Tesco supermarket. The rooms provide private areas for the more than 600 refugees housed on the site.						
Dendermonde (Desk research)	Neglect-X program	In Dendemonde, they used the Neglect-X program, developed by Agoria member aariXa, to understand how many refugees they could house. The Neglect-X program contains all known vacant properties in a city or municipality, including the condition of this property. The city then can use this to know what properties are available to use for refugees.	Using vacant properties to provide housing to refugees.	Refugees.	The use of vacant properties helps prevent the dereliction of the area and provides accommodation to refugees.	Neglect-x	N/A	N/A
Milan (ICC Survey)	CELAV	Matching between offer and demand labour through a communal service, CELAV.	Integration , autonomy of refugees with working skills.	Local businesses and refugees.	Employment and filling gaps in the labour market.	N/A	N/A	N/A

City	Initiative name	Overview	Objective(s)	Target beneficiary(ies)	Expected impact(s)	Technology deployment (where relevant)	Budget allocated (where relevant)	Website link (where relevant)
Milan (Interview)	Milan Aiuta	Networking all the different actors who, have intervened in different ways in relation to the Ukraine emergency on the territory.	Activating the ecosystem	Refugees	Integration of the refugees	N/A	N/A	N/A

6 Expected impacts and synthesis on needs, challenges, and opportunities

6.1.1 Synthesis on needs and challenges addressed

The main challenges that ICC cities are facing is the provision of housing for refugees, offering reskilling/upskilling (46%), and inclusion of students in the education system (38%). Beyond this, a broad set of needs are indicated, including for legal and administrative support, and addressing supply chain shortages (38%). However, societal disruption was perceived as less of a concern so far.

Analysing their open answers further indicates that most cities (approx. 50% of cities) have struggled with organising the entry of refugees including with the provision of housing. Around 35% of cities have reported concerns with increasing energy prices. While a few cities also indicated that they've faced challenges to provide medical care and experienced rising medical costs, the need to offer new reskilling/upskilling and schooling-related activities was also highlighted as a main challenge. A couple of cities underlined the impact on supply chain shortages. Lastly, the impact on companies' performance (i.e., mainly those dependent on the Russian and Ukraine market) and the need to facilitate transit (i.e., those in border countries to Ukraine) to other destinations were also highlighted.

Unsurprisingly, for needs, most cities brought up the issues of housing for refugees (69%), the need for offering reskilling/upskilling opportunities (46%), the need for improving energy efficiency (38%) and, the inclusion of students in the education system (54%). Also, cities underlined the need for addressing supply chain shortages as well as legal and administrative support.

It appears that most cities outline a need for support around organising the arrival of refugees and solve accommodation and housing requests. It is also outlined that several cities expect increasing costs associated to social and medical provisions. In addition to this, other specific needs voiced relate to supporting those businesses that had a dependency on Ukrainian and Russian markets, integrating refugees into labour markets, improving energy performance, and addressing supply chain shortages.

6.1.2 Observed trends for implemented initiatives

From the analysis of the implemented city initiatives, we can see that they are mainly attending to the initial needs of the refugees upon arrival, such as food, medical attention, and accommodation. However, some cities are also supporting them in longer term through integration measures, such as specific initiatives for Ukrainian entrepreneurs in Alicante, providing up and reskilling courses in Leuven and by matchmaking them with local SMEs so they can start working in Milan.

Few cities consulted have utilised advanced technologies with their initiatives. However, Dendermonde, Belgium, has used an advanced program (Neglect-X program, developed by Agoria) which helps the city identify vacant properties so they can understand the number of Ukrainian refugees they can house. In the city of Amsterdam, they are tackling its energy dependency on Russian gas and supply chain issues by reducing temperature in its public buildings from 21 to 18 degrees Celsius. Alicante is the only city that expanded their initiative for entrepreneurs, FUNDEUN, to incorporate the refugees.

With respect to private sector initiatives, those initiatives largely target longer term support. We found many initiatives in the private sector which are setting up online job platforms so that Ukrainians can find employment in the tech industry or similar industry such as UA talents and AdAid.eu. SPEAK, a private organisation, has also expanded their focus to help integration through language and culture courses. Amazon is the only private company found that was using advanced technologies, namely in cybersecurity protection from Russian attacks.

We also find that city networks and organisations are expanding existing initiatives and utilising their network to help refugees integrate. Eurocities has two programmes, UNITES – Urban InTEgration Strategies and Connection, which have been extended to help with integration of refugees using various strategies. Many other international organisations have been found to be utilising their network to help refugees get jobs, accommodation, and other needs. As examples, an International Chamber of Commerce Centre of Entrepreneurship for Ukraine will be set up for Ukrainian entrepreneurs, the Committee of Regions is using its network and has expanded their Working Group on Ukraine to help, and Alliance4Ukraine set up by German ministries is also utilising its network.

6.1.3 Expected impact

As discussed in the section above, analysis of the initiatives of the city networks and organisations indicates they are aiming for long term impacts from their initiatives. City networks and organisations are mainly using their networks to help aid refugee solutions and initiatives for the short and long term. Therefore, their expected impacts are mainly of enhancing knowledge creation and dissemination around refugee initiatives while also strengthening their city networks. Less commonly, some of these organisations are offering governance support, offering SME/business support, and facilitating upskilling and reskilling.

When analysing the private sector initiatives, we have seen that the bulk of these were job platforms and some social inclusion. It is therefore quite understandable that the expected impacts were mainly economic, in the form of providing income for the refugees and filling labour shortages in the local economy, and social integration of refugees into the local area. In a lesser extent private companies were anticipating cybersecurity, communication between refugees and short-term accommodation.

The cities initiatives directly for the Ukrainian refugees take a more holistic approach. Many aimed for quick integration and sense of self sufficiency for refugees, limiting the economic impact of providing housing and full wage and social benefits to the refugees. Thus, trying to prevent societal disruption and negative feelings towards the war refugees. They also provide full social benefits to large numbers of war refugees which prevents social upheaval should the refugee effort be a long term one. Other niche initiatives aimed to use vacant properties, which helps prevent the dereliction of the area and provides accommodation to refugees and develop their experience in entrepreneurship and business management.

6.1.4 Supply chain shortages, economic integration of entrepreneurs & upskilling/reskilling

6.1.4.1 Supply Chain Shortages and impacts on local businesses

Russia's war of aggression on Ukraine has greatly affected supply chains throughout Europe, which was already under pressure from the COVID-19 pandemic. Several dimensions, beyond sanctions due to the war, has induced supply chain shortages. Closing the airspace over Russia has caused

some flights to be cancelled or rerouted, thereby putting pressure on cargo capacity and raising concerns about further supply chain disruptions¹. As shipping planes divert around Russian airspace, they will take longer and spend more on fuel, and they may opt for smaller and lighter loads as a result. Coupled with Black Sea being closed for cargo ships it has caused supply side inflation in general for all businesses however, especially putting at risk local SMEs who are already struggling with the pandemic induced inflation².

Both Ukraine and Russia are big suppliers of products like platinum, aluminium, sunflower oil, steel, wheat barley and corn, fertiliser, and natural gas³. The further increase in energy prices and the wide-ranging number of products and raw materials is increasingly putting pressure on all types of European businesses. However, those local businesses who rely on agricultural product for business are feeling it hardest.

6.1.4.2 *Upskilling and Reskilling*

Ukraine is recognised for its skilled work force, with 70 percent of workers holding secondary or tertiary education degrees⁴. Many of those arriving as refugees to Europe have diplomas, including journalists, lawyers, tech programmers and engineers, while others have worked in skilled labour positions⁵. Therefore, many of the Ukrainians do not need to be upskilled or reskilled, countries are matchmaking them with employers. However, they are still offered professional training and language courses if needed.

Many Ukrainian refugees are Russian speakers who have entered countries in Eastern Europe where some Russian is spoken, and large numbers of Ukrainians already work. But many others are migrating farther afield to Germany, France, Portugal, or Ireland, where language barriers are faced. All the countries are offering free language classes to those refugees who need it through third level institutions.

6.1.4.3 *Economic Integration of Entrepreneurs*

Approximately 90% of the Ukrainian refugees are female and children⁶. As a result, Ukrainian women have become the sole income of their households and some of them are turning to entrepreneurship. Research programmes such as ATHENA project provides guidance for women on how to enter entrepreneurship and self-employment, known as Female Migrant Entrepreneurship

¹IATA factsheet, *The impact of the war in Ukraine on the aviation industry*

²Michael McMahon, 2022, Economics Observatory, 5th May 2022, available at:

<https://www.economicsobservatory.com/what-is-supply-chain-inflation-and-why-is-it-driving-up-consumer-prices-now>² Michael McMahon, 2022, Economics Observatory, 5th May 2022, available at:

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<https://www.nytimes.com/2022/03/01/business/economy/ukraine-russia-supply-chains.html>

⁴Talented Human Capital, 5th May 2022, Available at: <https://ukraineinvest.gov.ua/invest-in-ukraine-now/key-advantages/educated-workforce>

⁵Liz Alderman; Patricia Cohen, 5th May 2022, Available at: <https://www.nytimes.com/2022/03/21/business/refugees-ukraine-jobs.htm>

⁶AFP, The Economic Times, 5th of May, Available at: <https://economictimes.indiatimes.com/news/international/world-news/3-8-million-people-flee-ukraine-around-90-percent-of-them-are-women-and-children-un/articleshow/90481305.cms?from=mdr>

(FME). FME provides the opportunity for the refugees to exploit on their own unique skills, alleviate language barriers, maintain a work-life balance for child-care support and be financially free⁷.

Nonetheless, women find that the pursuit of FME is difficult. The women have faced discrimination, challenges obtaining and renewing residency and work permits, and cannot access sources of start-up funding⁸. Which is backed up by the Netherlands Chamber of Commerce website which states 'They can work in paid employment, or, under strict conditions, as entrepreneurs'⁹. It is also reported that they need additional support on a wide range of issues including local language training, navigating bureaucracies, targeted skills development and marketing programmes, childcare services, funding, networking, and coordinating mechanisms to help them find programmes¹⁰.

⁷Shawn Johnson, BusinessNews, 5th May 2022, Available at: <https://biz.crastr.net/entrepreneurship-a-path-for-female-ukrainian-refugees-ekathimerini-com>

⁸Cheryl Novak, 5th May 2022, Available at: <https://www.ekathimerini.com/opinion/1181110/entrepreneurship-a-pathway-for-female-ukrainian-refugees/>

⁹KVK, 5th of May, Available at: <https://www.kvk.nl/english/starting-a-business-in-the-netherlands/ukrainian-refugee-registration-at-kvk/>

¹⁰Cheryl Novak, 5th May 2022, Available at: <https://www.ekathimerini.com/opinion/1181110/entrepreneurship-a-pathway-for-female-ukrainian-refugees>

7 Annexes

7.1 References

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7.2 Workshops organised

The public workshop session “Cities’ response to Ukraine Crisis” took place during the 5th ICC City Lab on Tuesday, June 14th, 2022.

Timing	Moderators & speakers
11:15 – 12:30	<ul style="list-style-type: none"> ○ Moderator: Dana Eleftheriadou, Head of Cities and Proximity Team, DG GROW ○ Introduction – EU’s response to the Ukraine crisis: Willak Witold, Deputy Head of Unit, DG REGIO ○ Key findings of the survey ICC Response to Russian war of aggression against Ukraine: Dana Eleftheriadou, Head of Cities and Proximity Team, DG GROW ○ ICC city speakers <ul style="list-style-type: none"> ○ Olga Dzieciatkowska, Digital project Specialist, & Adam Olszewski, Leader of PSNC Future Labs, City of Poznan ○ Vibeke Jensen, Head of the Employment Department, City of Aarhus ○ Hai-Chay Jiang, Head of diversity and equal opportunities, City of Leuven ○ Claus Wichmann, Head of Department Subsidies Management and Open Government, Office for Digital and Information Processing, City of Heidelberg ○ Patrick Anthonissen, Joint Social Care Network and GoVolunteer ○ Q&A after rounds of two presentations

7.3 Interviews conducted

ICC city	Name	Position
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Leuven	Barbra Crombez	Team Leader of Intensive Services for Non-native Speakers at VDAB
Milan	Monica Gasparini	Municipality of Milan, Welfare and Health Department
Poznan	Olga Dzieciatkowska	Digital Project Specialist at Poznan City Hall