



Unlocking the potential of refugees and asylum seekers: intercultural approaches to integration

Final Report

Intercultural Cities' Network Seminar
29-30 October, Neuchâtel – Switzerland

Crisis? What crisis?

Europe is facing the largest influx of refugees and asylum seekers since the World War II. It is estimated that there will be 1.2 million asylum requests by the end of 2015 in the European Economic Area and Switzerland.¹ While impressive in absolute terms, this figure represents a mere 0.19% of the overall population. In Lebanon² and Jordan³ asylum seekers and refugees currently account for 12.5% and 25% of the population.⁴ Neither of these countries is party to the 1951 Refugee Convention. They have however been very pro-active in engaging with refugee issues and have demonstrated far greater hospitality than many European states.

The current situation in Europe is often referred to as a **refugee crisis**. This expression points at the incapacity of European institutions and states to agree on a collective and adequate response to a large-scale humanitarian disaster. The so-called "refugee crisis" is in fact an **institutional crisis**. The influx of refugees has highlighted the tension between some key principles the very idea of Europe is rooted in and the concrete policies implemented on the ground. The mounting trend towards national isolationism and ethnic exclusion is further fuelled by the long-lasting economic downturn and the recent terrorist attacks in Europe and elsewhere.

With the notable exception of Germany and Sweden, most European states, not to mention European institutions, have been extremely slow to react. The humanitarian disaster has been unfolding over recent years in countries such as Afghanistan, Somalia, Yemen, Eritrea, and most dramatically since March 2011 in Syria. By choosing to publish images of drowned Syrian boy washed up in September 2015 on a beach near the Turkish resort of Bodrum, the media sent a shockwave that stirred public opinion worldwide.

Governments have been much slower to respond and many of the measures introduced so far will take years to yield results. By contrast the intensity and diversity of grassroots initiatives has been truly spectacular. It is common knowledge that public policy-making in democratic regimes is more often than not a painstakingly slow process. The rhythm of change and the capacity to adapt to the real world does vary however according to the level of government. It takes much more time to reach international agreements than to take concerted action at the local level. The reactivity of civil society is faster still. Throughout Europe citizens of all origins, social backgrounds and generations, have voiced their sympathy and launched numerous initiatives to help refugees feel welcome and adapt to in their new environment.

It is at the local level that the marked discrepancy between compassionate public opinion and the absence of binding legal obligations is most striking. Cities play therefore a crucial role in managing the influx of refugees. They are at the frontline of change as refugees move mostly to urban centres in the hope of finding a sense of community, safety and economic independence. Cities have to react in a matter of days and find pragmatic solutions that alleviate the plight of distressed people without fuelling resentment within the local population.

The goal of the Intercultural cities' seminar "Unlocking the potential of refugees and asylum seekers: intercultural approaches to integration", held in Neuchâtel on 29-30 October 2015, was to explore policy approaches by cities participating in the network, as well as initiatives by various organisations, which can help design adequate local strategies for refugee social and economic integration.

The main contention put to the participants of seminar, based on the Intercultural cities' "diversity advantage" concept is that any person, wherever he / she comes from and whatever he / she has done in life, has something to offer to the society he / she chooses to live in. This is also the case for refugees, a generic term used in this report to refer to asylum seekers, migrants with temporary protection status or recognised refugees. The presentations and discussions focused on the practical tools and methods used to identify or reveal the competences of refugees and how to connect them to enterprises, other organisations and social activities where these skills may be useful.

1 Refugees and migrants

One of the issues that came up during the seminar was whether cities should adopt specific integration policies for refugees or consider them in the same way as voluntary migrants in general. On the one hand, refugees, just like migrants and natives, are human beings and share similar aspirations to a normal life. On the other, they are uprooted, homeless and lack diplomatic protection. They need to overcome often traumatic experiences, rebuild an entirely new social network and acquire the personal, professional or cultural resources required to feel comfortable in their new environment. This is an extremely complex process that fails or succeeds according to many factors amongst which the will and capacity of the host society to include newcomers in all aspects of community life.

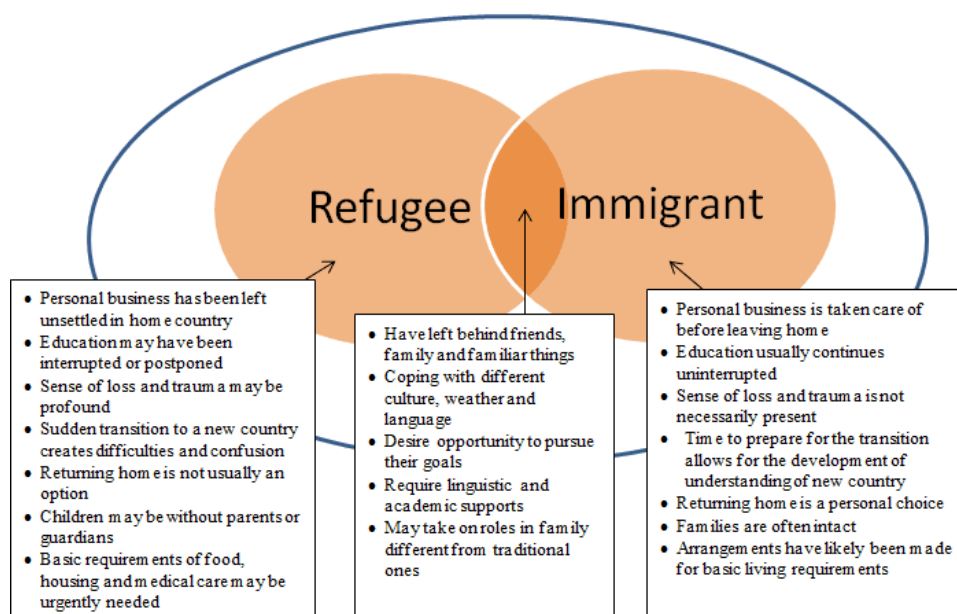


Figure 1: Characteristics of refugees and immigrants⁵

Most refugees arriving in a new country generally have low economic and social capital. A vast majority of them have lost all they had or were forced to sell everything they owned to pay someone to smuggle them out of their country. Very often they are traumatised by what they experienced before leaving their country and / or during their escape to safety. Sometimes they even end up in a country they have never heard of and have to overcome the language and cultural barriers as well as the discrimination facing them. More often than not, they arrive in countries where little is done by governments to make them really feel at home. In most cases they are treated merely as temporary residents and expected to leave as soon as the situation in their home country improves. Their basic needs, such as security, shelter, health and food are

generally catered for. Their social needs, such as the possibility to communicate with others, to kindle new friendships and to feel part of a group, are satisfied mainly within their own ethnic community. During the weeks or months following their arrival, there is inevitably a gap between the host society that supplies material support and the ethnic community that fulfils social needs. In the long term, this leads to situations whereby refugees remain entirely dependent on welfare for their material needs and entirely dependent on their ethnic community for the social needs. Multicultural policies of integration and spatial segregation tend to stimulate such an outcome. If the ethnic community is large enough, refugees may attain some degree of economic independence overtime if they can cater to some specific needs of the community. Food outlets, community clubs and hairdresser's are visible examples that come first to mind. The challenge therefore is to bridge the gap between the host society and the ethnic community so that refugees can interact quickly and positively with the rest of the population and become full members of a culturally diverse society. This constituted the central theme of the seminar. The presentations and discussions focused on the professional and social integration of refugees in European cities participating in the Intercultural Cities network with input provided by several international organisations, private companies and NGO's.

2 Connecting refugees to the host city

The intercultural integration policy paradigm is based on the observation that cultural diversity, if managed well, offers more advantages for host societies than it creates problems. Migrants and refugees alike are considered as a resource for local economic, social and cultural development, and not only as vulnerable groups in need of support and services. An intercultural city designs policies with the understanding that cultural groups thrive only in contact with other cultural groups, not in isolation. It seeks to reinforce intercultural interaction as a means of building trust and strengthening the fabric of the urban community as a whole.⁶ Put otherwise an intercultural city strives to substitute a separate feeling of otherness with a shared feeling of togetherness. Stimulating positive interaction between all members of society lies at the very heart of intercultural policy-making.

Migrant integration is often viewed as a process that begins once a person has reached her / his destination. In practise however the process starts well before leaving when expectations start emerging and options are considered. In the case of refugees the International Organisation for Migration (IOM) works closely with receiving countries and coordinates resettlement programmes in which integration is viewed as a **continuum** with the starting point well before the refugee arrives in the host country.⁷ The IOM provides pre-departure support and works closely with governments, NGO's and the private sector in receiving countries to establish a feeling of welcome, safety and trust before refugees leave, to prepare them for the challenges awaiting them and to help them establish realistic expectations. The European Resettlement Network works in a similar manner.⁸ In Europe refugees who have been supported in this way remain a small minority with the 28 member states of the EU never resettling more than 7 400 refugees per year between 2008 and 2014.⁹ The bulk of refugees arrive in Europe totally unprepared but with two extraordinary assets, a tremendous capacity to build resilience in the face of adversity and a formidable drive to start a new life. The challenge therefore is to harness such energies by setting up integration policies that enable refugees to connect with the receiving community and provide them with the competences needed to have a normal life and earn a sustainable livelihood.

Experience shows that the sooner the integration process begins, the more effective it is. After arriving in a new country most refugees go through a kind of "honeymoon stage" during which they feel excited and hopeful about their new life. They are generally optimistic and idealistic about their new surroundings, new country and new opportunities¹⁰ Initial enthusiasm can be dampened by uncertainty regarding their legal status and the negative consequences this has on their daily life. With asylum applications kept in limbo for long periods, sometimes even years, idleness, mistrust and resignation increase with the consequence that integration become more and more problematic. Identifying the competences of refugees at an early stage and taking concrete steps to help them connect with other people is therefore of crucial importance. Otherwise the risk is high that they will eventually lose their competences and personal drive and end up

being economically and socially disconnected from the host society. Well-tailored welcoming initiatives can greatly enhance the self-confidence of refugees and nurture positive feeling towards host societies.

Welcome services

When the number of refugees arriving in Europe increased sharply during the summer months of 2015, two simple words, **Refugees welcome**, became a rallying cry for citizens outraged with the relative passivity of their governments. Thousands of volunteers and NGO activists from all over Europe went to hot spots like Berlin to give a hand in providing basic assistance to newcomers. Initial chaos gradually gave way to more concerted action. The borough of Berlin-Neuköln and the Norwegian city of Stavanger have opened offices to map and coordinate voluntary initiatives. With the use of web-based technology the SINGA association in France launched the online CALM (for “Comme A La Maison or Like at Home”) platform that has managed to connect refugees seeking housing to over 1 000 private hosts.¹¹ The Mayor of the Municipality of Amadora in Portugal has launched the Arrival Cities network to exchange learning and experience about how cities can manage new flows of migration while at the same time improving the integration of migrant groups which have been settled in the territory for many years.¹² What all these examples show is that access to adequate information is a key to success during the initial phases of the integration process.

Access to information

For people fleeing their country access to information is indeed a matter of sheer survival and is primordial when assessing risks and opportunities. Mobile phones can be considered as the Swiss Army Knives of contemporary migration. Refugees often spend the little cash they may have to access social networking services on the Internet rather than on food or other basic commodities. The Internet is a formidable medium to provide information to refugees about their new environment and is particularly appealing to younger generations. SINGA makes extensive use of web-based technology to mobilise people and spread information widely about the daily reality and needs of refugees in France. The French NGO has recently launched the WAYA project which aims to provide refugees easy and autonomous access to intelligible information about how to cope with the difficulties they encounter in their daily life in France.¹³ The UNHCR Office in Austria has been working on a similar idea, an Asylum Support Map, which should eventually facilitate contacts between refugees and service providers.¹⁴ Other examples of web-based information for refugees can be found in Germany¹⁵ and Austria¹⁶. The City of Milan, a member of the Italian Intercultural Cities Network, has set up a very handy website to help migrants find appropriate Italian courses.¹⁷ It is noteworthy that both the SINGA and the UNHCR Asylum Support Map emphasise not only what refugees need but also what they have to offer. This is perfectly exemplified by the “Arriving in Berlin” platform, a collective mapping project set up by a group of refugees for newcomers to Berlin which is available in English, Arabic and Farsi.¹⁸

Support for language learning

If access to practical information via the Internet is very useful for newcomers, access to real people remains the main key towards intercultural integration, understood as someone’s capacity to connect with people from without her / his ethnic community or the refugee community as a whole. Language is undoubtedly the main competence that refugees need to achieve this. For those refugees who have little or no school experience, informal courses and peer to peer discussion groups on topics and in environments that appeal to the participants are sometimes more effective than traditional top-down teaching methods. They enable participants to discover common interests and build new relationships. In Malta refugees come together to speak about flowers and herbs in different countries. In Loures, near Lisbon, the Portuguese Centre for Refugees uses theatre activities as a means of learning Portuguese and gaining self-confidence.¹⁹ So far over 2 000 asylum seekers from 30 municipalities have taken part. In Lausanne, Switzerland, during the summer months the Municipal Integration Office organises informal French courses at a beach on the edge of the Lake of Geneva. People can attend without registering beforehand and irrespective of their origin or social status.²⁰ Language is therefore not be an end in itself but a means to communicate with others beyond one’s own group, to move about independently, go shopping, get information, visit doctors and read.

Social integration through sport

Another very effective vector of social integration is sport. Participants are bound together by a precise set of rules which serve as a common reference system in the absence of a shared language. A spectacular example of how sport can facilitate the social integration of refugees is the Somalia Bandy team set up in Borlänge, Sweden. Bandy is a form of large-scale ice hockey that is popular in Nordic countries. The team was set up by a local entrepreneur from Borlänge, a city of 41 000 inhabitants, of which 3 000 Somalia refugees. He wanted to do something so that Somalis and Swedes would interact more genuinely.²¹ He registered the team with the Federation of International Bandy with the prior approval of the government and the Olympic committee in Somalia.²² The Somalia Bandy Team took part in the 2014 and world championships held in Russia. This was the first time that a team from Somalia took part in team sport world championship of any kind. Paradoxically Somalia was officially represented by young men who had fled their country to seek asylum abroad. Regardless of the results at the world championships, the simple fact that that a team of Somalis had taken part received worldwide press coverage and instilled a great sense of pride among the Bandy players themselves but also within the Somali community and the population of Borlänge as a whole.²³ Mutual perceptions between Somali refugees and the local population have improved considerably. The Bandy players learnt Swedish in a very short time and their school results improved as a result. Some players were hired by local companies. This unique experience illustrates how ambitious goals and rewards can motivate refugees, help them retrieve self-confidence and gain social recognition. It also shows how social integration is very often a precondition to entering the local labour market.

3 Connecting refugees to the local labour market

Notwithstanding the language barrier, refugees have to overcome numerous obstacles before they can enter the labour market. One of them is the widespread belief that that asylum seekers are allowed to work, if not at all, at least only after a considerable amount of time. The recast EU reception conditions directive (Directive 2013/33/EU) of 26 June 2013, which lays down standards for the reception of applicants for international protection, states at article 15.1 that “Member States shall ensure that applicants have access to the labour market no later than 9 months from the date when the application for international protection was lodged if a first instance decision by the competent authority has not been taken and the delay cannot be attributed to the applicant”²⁴. In theory member States bound by the Directive were required to bring their legislation in line with its standards by 20 July 2015. In practice however this will probably take much longer as many European states are currently inclined to further restrict access to the labour market.

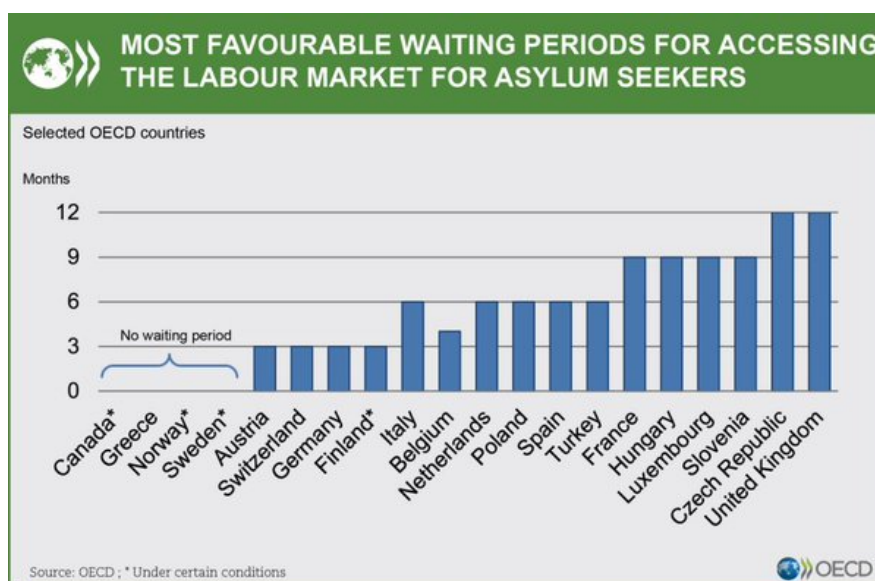


Figure 2: Waiting periods for accessing the labour market for asylum seekers²⁵

A further obstacle that prevents refugees to fully integrate the labour markets is the lack of skills and qualifications recognition. The recently created Kiron University in Berlin seeks to provide refugees with world-class education and the opportunity to obtain internationally accredited degrees.²⁶ By using crowd-funding it has managed to raise within 2 months €537'329²⁷ and currently offers bachelor degrees in five popular areas that face a shortage of skilled workers: computer sciences, engineering, business, architecture, and intercultural studies. It relies entirely on online courses produced by other universities and is certified by the European Credit Transfer System, making each degree program internationally recognized. More than 15 000 have already approached the school and funding has been secured to offer 450 scholarships.

As far as non-academic qualifications are concerned, the majority of labour laws are developed with an exclusive focus on the national workforce and do not have the migrant workforce in mind. Even between European countries the recognition of qualifications is far from achieved as governments, trade unions and pressure groups jealously protect their national labour market. The situation is worse still for refugees who could be contributing to the country and community in which they reside but are unemployed or underemployed, and obliged to restart education or training from scratch.²⁸ An example from Erlangen, Germany, shows that labour markets can open up to refugees under favourable circumstances.

Corporate initiatives

With a population of 100 000, the City of Erlangen is home to the University of Erlangen-Nuremberg (35 000 students) and the numerous branch offices of Siemens AG (25 000 employees). Since January 2015 the city of Erlangen and Siemens have been working hand in hand to provide 10 internships for skilled asylum seekers at Siemens. The aim is to bring about a win-win-win situation, first for asylum seekers who would receive work-place orientation and self-check their professional capacities, then for firm employees who would reflect on their bias against refugees and migrants, and finally for the company itself which could make use of the potential of qualified asylum seekers. Although the outcome is not yet known, Siemens has recently expanded the programme to other sites in Germany. The company is currently offering internships for 100 refugees and has set up four six-month training programs for young refugees including German language courses, an introduction to German culture and customs, as well as vocational preparation.²⁹

The Erlangen-Siemens internship programme targets qualified asylum seekers with completed education and working knowledge of German. This is also the case of the "Early Intervention" programme developed by the German Employment Agency and implemented in the Berlin borough of Neuköln.³⁰ Its aim is to assess the professional potential and needs of skilled asylum seekers shortly after their arrival so that they can enter the labour market as soon as possible. In 2015, 2000 asylum seekers applied to take part in the programme. 144 were accepted and 4 are now in employment. This is a drop in the ocean compared to the estimated 68 000 asylum seekers who have arrived in Berlin in 2015.³¹ It does however show that well thought of measures can unlock the potential of qualified asylum seekers before their competences become obsolete. The ManpowerGroup has been doing similar work with quite a lot of success in Sweden and Holland.³²

Support for accessing the labour market

The professional integration of unqualified or low qualified refugees is a far greater challenge. When tailors from Afghanistan or mechanics from Somalia come to Europe, there is no way they can compete with automated sewing machines or computer-based computer car engine controlling systems. On the other hand, they are used to looking for solutions to simple problems without the help of modern technology and often have more common sense than any computer programme. Such transferable skill sets are rarely perceived as such by local companies which tend to hire hyper-specialists with classical linear CV's. There are however some local initiatives that provide refugees with a chance to prove their technical and social know-how and acquire competences tailored to the needs of the local labour market. In Geneva, the association "Genève roule" proposes free bikes on loan during the summer season and rental bikes throughout the year.³³ In 2014 it offered more than 250 internships and trainings to refugees and unemployed persons in areas such as customer service, business management, logistics, mechanics and

bike maintenance. With such experience, many refugees become accustomed to speaking with people of all origins and social backgrounds. They have improved their language skills and proved by their very presence in public space that refugees can provide useful services if given the chance to do so. As a result several participants have been able to enter the regular labour market.

In the canton of Neuchâtel, Switzerland, the regional Integration Office and the Neuchâtel Chamber of Agriculture and Viticulture are working together on the AGRIV project. Since September this year, a group of refugees with previous agricultural experience has been following a 6-week training course that combines technical language lessons, professional training and short internships in farms spread around the canton.³⁴ In this way the refugees get to know local farmers, acquire the basics of farming in an entirely new context and gain the practical experience required to enter the labour market. At the end of the 6-week traineeship participants are registered in a jobs exchange managed by the Chamber of Agriculture and Viticulture. In this way local farmers are made aware that they can save a lot of paper work by hiring competent refugees locally instead of recruiting seasonal workers from abroad.

4 Comprehensive policy approaches

What the “Genève roule”, Erlangen-Siemens, Somalia Bandy and AGRIV experiences show quite clearly is that the barriers that prevent refugees entering the labour market can be broken down when various public and private stakeholders work together, not out of charity, but because they understand that is in their very own interest. The city of Bergen in Norway provides a vivid example of how effective a multi-stakeholder approach can be.

The City of Bergen has been active in the field of integration for many years. The first municipal action plan for integration, *Diversity brings Possibilities*, was passed in 1998, followed in 2007 by a new action plan called *Everybody's Responsibility*. By giving such names to the action plans, the Municipality emphasizes the potential advantages of diversity for the city and the co-responsibility of all parts of Norwegian society.³⁵ In Bergen plays a leading role in the social and professional integration of refugees arriving in Norway and hosts the largest Introduction Centre for refugees in Norway. The role of the Introduction Centre is defined by the 2003 Introduction Act, the purpose of which is to increase the possibility of newly arrived immigrants participating in working and social life and to increase their financial independence.³⁶ The introduction programme in Bergen provides refugees with Norwegian language skills, basic insight into Norwegian society and prepares them for participation in working life and/or education.³⁷ The programme lasts 2 years and is entirely state-funded.

Participants in the introduction programme follow a personal development plan and receive an introduction benefit that is equivalent to twice the basic amount from the National Insurance Scheme. At the same time the City of Bergen carries out labour market research to identify sectors where there is a shortage of low-skilled staff. After the 2-year programme 40% of the participants find work in the regular job-market. One year after completing the programme 55% are in employment or enter the education system. The Introduction Centre also runs a Second Chance project that targets refugees aged 18-25, stay at home mothers or people with little or no professional experience. This is a full-time training programme with each refugee assisted by a personal coach. Participants follow motivation courses, attend discussion groups, receive help for their homework and do traineeships in catering services or supermarkets. After completing the Second Chance programme 50% of participants find work or go into education. The Introduction Centre and the various schemes it offers are funded by the Norwegian state that allocates 82 000 € per refugee over a 5 year period (90% of the total costs). At first glance this may seem a lot. It represents however only a fraction of what the Norwegian welfare system would have to pay if refugees remain unemployed.

Despite having a similar per capita nominal GDP to Norway,³⁸ Switzerland has been much less successful in integrating refugees into the labour market. The Swiss government pays only 5'600 € (6'000 CHF) to the cantons for the professional integration of recognised refugees and migrants with temporary protection status. After 10 years in Switzerland only 48% of recognised refugees and 25% of migrants with temporary protection status do not depend on social welfare.³⁹ A recent study has shown that a family with two

children in Geneva can receive monthly benefits equivalent to a salary of 8'400 €. ⁴⁰ This represents nearly 100'100 € per annum and is more than what the Norwegian government pays per refugee over a period of 5 years. This comparison indicates quite clearly, all else being equal, that Norway gets a much higher return on investment in the professional integration of refugees than Switzerland. The integration process begins much earlier and there is much stronger political commitment at all levels of government. Last but not least, local governments like the City of Bergen cooperate more closely and systematically with the central government and the private sector than their Swiss counterparts.

5 Communication

Another point that was made repeatedly during the seminar was the need to highlight more systematically positive contributions of refugees to the host society. In general there is little public understanding of the reasons why refugees have to flee. Public perceptions are indeed dominated by negative stereotypes, for example that there are more refugees than in reality, that refugees steal jobs from the locals or that they usurp the welfare system. ⁴¹ Despite objective evidence proving the contrary, combatting such stereotypes is no easy matter. The SPARDA (Shaping Perceptions and Attitudes to Realise Diversity Advantage) ⁴² and the C4I (Communication for Integration) ⁴³ projects run by the Council of Europe in cities across Europe delivered insight on how to work effectively in this field.

The "Give Something Back to Berlin (GSBTB) " foundation is a fine example of a civil society initiative that thinks "out of the box" and actively combats negative refugee stereotyping. ⁴⁴ Launched in 2013 GSBTB aims to bring together more "privileged" migrants, German locals and more vulnerable migrants such as refugees. It provides the catalyst for diverse projects and innovative collaborations in which refugees play a key role. GSBTB now works with over 700 volunteers from over 50 different countries in over 60 social projects across the city. Activities include language teaching for refugees, refugee buddy programmes, dance, music and creative workshops, and many others. ⁴⁵ What is specific to GSBTB is that refugees are not considered as recipients of information and assistance but as partners empowered to create and co-create their own projects to fulfil their needs and start their new lives in Germany. Alex Assali, a Syrian refugee who arrived in Berlin last year, has recently received large media coverage for what he is doing to "give something back to German people." Every Saturday since August last year, Alex Assali has set a food stand outside Alexanderplatz station where he serves warm meals the Berlin's homeless. He pays for the ingredients with the 120 € he manages to save each month on the € 359 he receives from the German government. ⁴⁶ Unsurprisingly it was only once his story had gone viral on the Web that the traditional media picked it up.

6 Conclusions and recommendations

This report reflects only parts of the high-quality presentations and vibrant discussions during the seminar in Neuchâtel. The social and professional integration of refugees is an extremely complex issue. It raises many questions for which there are no simple answers. How can cities withhold their commitment to human rights when many inhabitants have the feeling that refugees are putting too much strain on the labour and housing markets, on local infrastructure and on the environment? What policies can cities carry out to ensure social cohesion when governments issue warnings about how helping refugees can only inspire more to come? How can employers assess candidates whose curriculum has been interrupted and who are unfamiliar with the European working environment? How can the media report more effectively on the reasons why people flee countries if they have limited access to first-hand information? What can cities do so that every person understands that behind abstract statistics and words there are human beings who aspire, just like themselves, to peace with a normal life with friends, family and work colleagues? The seminar did not have the ambition to provide straightforward answers to such questions. This exchange of experiences and practices did however serve to take stock of various local government programmes and civil society initiatives that are managing quite successfully, and against all odds, to unlock the potential of refugees. Hence the following recommendations:

Strategy

Cities may consider including targeted integration measures for refugees in a broader strategy that actively promotes equality and seeks to make public institutions and the society at large more open and capable of responding positively to the challenges of increasing diversity. The cities of Bergen and Lisbon, as well as the canton Neuchâtel could serve as sources of inspiration in this respect.

Responsiveness

Cities may consider engaging with refugees as soon as they arrive, especially when asylum seekers are excluded from state-funded integration programmes. This could be done in close collaboration with NGO's working in the field like in Berlin and with social entrepreneurs like in Borlänge.

Information

Cities may consider working with newly arrived refugees to find out what information they really need and how it can be circulated most effectively among persons of all cultural and educational backgrounds, and of all ages and sexual orientations. Information policies may gain greater efficiency if they combine traditional communication channels with web-based media. This would require working more closely with younger people, like SINGA in France, who are more aware than most civil servants of the potential and risks of new information technology.

Communication

Cities may consider designing communication strategies that highlight the positive contribution of refugees to local society and economics while at the same time busting stubborn myths conveyed by the media and politicians. Lessons learnt from the C4I (Communication for Integration) could provide useful guidance in this field.

Empowerment

Cities may consider using genuine participatory processes when designing and implementing refugee integration measures. As the experience of the UNHCR shows, participation increases trust, mitigates unrealistic expectations and stimulates refugees to come up with ideas and solutions instead of assuming that they will be catered for.

Research

With growing numbers of refugees arriving and no prospect of them returning home in a foreseeable future, there is an urgent need to have a better and more objective understanding of the contribution refugees make to host societies and also of the negative externalities of incoherent public policies.

All listed websites were accessed on 21 December 2015

- ¹ <http://www.oecd.org/migration/How-will-the-refugee-surge-affect-the-European-economy.pdf>
- ² <http://www.unhcr.org/pages/49e486676.html>
- ³ <http://www.unhcr.org/pages/49e486566.html>
- ⁴ <https://www.foreignaffairs.com/articles/jordan/2015-09-28/syrias-good-neighbors> ;
<http://www.unhcr.org/pages/49e48e0fa7f.html>
- ⁵ Calgary Board of Education, "Teaching Refugees with Limited Formal Learning", <http://teachingrefugees.com/student-background/106-2/>
- ⁶ Council of Europe (2013). The intercultural city step by step. Practical guide for applying the urban model of intercultural integration: 9, <http://www.coe.int/t/dg4/cultureheritage/culture/cities/ICCstepbystepAugust2012.pdf>
- ⁷ <https://www.iom.int/files/live/sites/iom/files/What-We-Do/docs/IOM-DMM-Factsheet-LHD-Migrant-Training.pdf>
- ⁸ <http://www.resettlement.eu/sites/icmc.ttp.eu/files/ERN%20Factsheet%20RST%20Pre-Departure%20Assistance%20Phase.pdf>
- ⁹ <http://qz.com/448228/data-show-how-manageable-europes-refugee-crisis-could-be/>
- ¹⁰ Stages of Adjustment, <http://teachingrefugees.com.66-18-244-250.previewme3.net/wp-content/uploads/2011/04/Stages-of-Cultural-Adjustment.pdf>
- ¹¹ <https://co-city.fr/en/projects/2-calm-like-at-home>
- ¹² <http://urbact.eu/arrival-cities-network-or-how-can-cities-deal-old-and-new-migration-flows>. For the intercultural profile of Amadora, see <https://www.coe.int/t/dg4/cultureheritage/culture/Cities/Index/Amadora.pdf>
- ¹³ <http://singa.fr/2015/12/02/waya-toutes-les-informations-pour-les-demandeurs-dasile-et-refugies/>
- ¹⁴ <http://innovation.unhcr.org/asylum-support-map-2/>
- ¹⁵ <http://www.clarat.org/refugees/> - <http://info-compass.eu/berlin/en> - <http://welcome-app-concept.de/> - <http://www.refguideplus.de/>
- ¹⁶ <http://www.tkinfo.at/en/> - <http://www.wirsinddabei.at/>
- ¹⁷ <http://milano.italianostranieri.org/en/>
- ¹⁸ <http://arriving-in-berlin.de/>
- ¹⁹ <http://refugiados.net/1cpr/www/projectos.php>
- ²⁰ <http://www.lausanne.ch/lausanne-officielle/administration/sports-integration-et-protection-population/service-administratif-et-integration/bureau-lausannois-pour-les-immigres/a-propos-du-bli/formations-du-bli/cours-de-francais-a-vidy-plage.html>
- ²¹ <http://uk.reuters.com/article/uk-winter-sports-bandy-somalia-idUKBRE9BI02Q20131219>
- ²² https://en.wikipedia.org/wiki/Somalia_national_bandy_team
- ²³ https://www.youtube.com/watch?v=-pgQpX_gC3A&app=desktop
- ²⁴ <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32013L0033&from=EN>. See also <http://www.refworld.org/pdfid/5541d4f24.pdf>
- ²⁵ OECD (2015). Migration Policy Debates, No 8 November 2015 : http://www.oecd.org/migration/How-will-the-refugee-surge-affect-the-European-economy.pdf?utm_source=social-media&utm_medium=twfbgppinlink&utm_campaign=twmigration
- ²⁶ <https://kiron.university/>
- ²⁷ <http://www.aeidl.eu/images/stories/pdf/kiron-en.pdf>
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