MIGRATION AND INTEGRATION IN EUROPEAN CITIES
In recent years the influx of migrants into Europe has dominated the news, and the political and social agenda. Across Europe there are still over one million migrants caught up in an asylum procedures. In the coming years, new status holders and their families will find their way to our European cities, to settle there, either temporary or permanently. That’s why the focus of the migration and integration policies is expected to shift from a national to a local level.

No one knows exactly when to expect a new influx of migrants. It’s obvious that from time to time large groups of people will be compelled to leave their country of origin and move to other regions due to war, persecution, poverty, poor living conditions, climate change or natural disasters. That’s why we expect migration and integration to continue putting cities’ resilience to the test in the coming decades. This urges cities to adopt a more strategic approach, developing scenarios and including the topic of ‘migration and integration’ in their strategic agenda to deal with this new reality in an effective way. They need to find coherent solutions, raise the necessary funds and promote collaboration from all the parties involved.

Our people are participating in a wide variety of refugee related programs and projects, both on a national and a local level. We have noticed that cities are eager to experiment, share experiences and learn from each other in finding successful and feasible solutions, access to and use of available funds and collaboration with local stakeholders.

That’s why we have filled this publication to the rim with facts and figures, inspirational case studies, information on available funds and refugee related publications.

We hope you can use it as food for thought and action.

John Atkins
Member of the European Leadership Team
Arcadis, February 2017
Millions of refugees and migrants crossed into Europe in 2014, 2015 and 2016. Countries struggled to cope with the influx. The situation created tensions between European Union Member States as to how to deal with resettling people. These charts will give you some insight into key facts and figures.

**DID YOU KNOW?**

**GLOBAL OVERVIEW OF DISPLACED PEOPLE**

**FORCIBLY DISPLACED PEOPLE WORLDWIDE**

- **65.3 million**
- **21.3 million**
- **10 million**

**WHERE THE WORLD’S DISPLACED PEOPLE ARE BEING HOSTED**

- 12% America
- 29% Africa
- 6% Europe
- 39% Middle East and North Africa
- 14% Asia and Pacific

Source: [http://www.unhcr.org/figures-at-a-glance.html](http://www.unhcr.org/figures-at-a-glance.html)

**EUROPEAN REFUGEE POLICY 1985 - NOW**

- **1985 - The Schengen Agreement**: Abolishment of internal borders between Schengen countries.
- **2013 - Dublin III Regulation**: Preventing submission of applications in multiple EU Member States.
- **2014 - Five-point plan on immigration**: More solidarity in EU’s migration policy.
- **2015 - European Agenda on Migration**: A comprehensive approach to improve the management of migration in all its aspects. Key principle: mutual trust and solidarity among EU Member States and institutions.
- **2016 - EU-Turkey Agreement**: Discourage migrants from making the dangerous journey by sea from Turkey to Greece. In return, Turkey receives aid and political concessions.
- **2016 - Emergency support for hosting refugees in Greece**: European Commission announces an initial €83 million worth of humanitarian funding for emergency support projects to assist refugees in Greece.
- **2016 - A new agency European Border and Coast Guard**: The new agency will ensure Union standards for border management are implemented at all external borders.

**MIGRANT CRISIS 2015-2016**

- **Number of first-time applicants in the 28 EU member states**:
  - 2014: 563,000
  - 2015: 1,260,000
  - 2016: 633,000

- **European average of asylum applications is 260 per 100,000 local population.**
  - Above average
  - Below average

- **Number of asylum applicants per month**

- **Refugees’ destinations in Europe**

- **Evacuees to safe countries of origin, addressing root causes**

- **Source**: Asylum quarterly report
As of November 2016, more than one million migrants are caught up in an asylum procedure. Their number is still increasing, though not as fast as was estimated earlier. In the years to come, status holders will become new Europeans. Most of them will settle in our cities.

**CENTRAL MEDITERRANEAN ROUTE**
- Most important gateway to Europe until Q1 2015.
- Users switched to the Eastern Mediterranean route following stricter European policies and measures, aimed at fighting smugglers and saving lives.
- Since the start of 2016, numbers of new arrivals coming from Africa and the Middle East using this route are rising again.

**WESTERN BALKAN ROUTE**
- Over 57,000 people are holding out along the Balkan Route, most of them in Greece.
- Since Macedonia sealed off its border, over 8,000 people have used the path from Greece across Bulgaria.
- Hindered by stricter border procedures in Bulgaria and Romania, refugees choose the difficult route through the mountains into Albania and from there - across the sea – into Italy.

**EASTERN MEDITERRANEAN ROUTE**
- The sea route to Greece is blocked since March 2016, following the European Union - Turkey Agreement.
- Over 2 million refugees now live in Turkey, mostly in poverty and unemployed.
- Some of these choose to take the land route across Bulgaria, or the Black Sea into Romania, or to the Western Balkan route, leading ultimately to Italy.

**TOTAL PERFORMANCE: WELFARE AND READINESS TO SHELTER**

**1.1 MILLION PENDING ASYLUM APPLICATIONS**

**FIRST TIME APPLICANTS IN EUROPE**
End of September 2016

**OVERVIEW NUMBER OF ASYLUM APPLICATIONS PENDING**
at the end of the month in the EU Member States
Jan 2015 – Sept 2016

**SOURCE:**
EUROPEAN COUNTRIES PERFORMANCE: WELFARE AND READINESS TO SHELTER REFUGEES

- **Austria**: Transit 1,027 Asylum application per 100,000 local population
- **Belgium**: Arrival/transit 397 Asylum application per 100,000 local population
- **Italy**: Arrival/transit 138 Asylum application per 100,000 local population
- **France**: Destination 114 Asylum application per 100,000 local population
- **The Netherlands**: Destination 268 Asylum application per 100,000 local population
- **Germany**: Destination 587 Asylum application per 100,000 local population
- **Spain**: Arrival/transit 32 Asylum application per 100,000 local population
- **Hungary**: Transit 1,799 Asylum application per 100,000 local population
- **Sweden**: Destination 1,667 Asylum application per 100,000 local population

**Welfare**
- GDP
- Employment
- Public expenditure
- Housing supply
- Life expectancy

**Readiness to shelter**
- Political climate
- Accessibility of education
- Accessibility of housing market
- Accessibility of labour market
The European Urban Agenda Partnership ‘Inclusion of migrants and refugees’ is a three-year cooperation among experts from EU Member States, the European Commission, cities and NGOs. It is aiming to better equip European cities to face the challenges, related to the integration of incoming migrants and refugees. In the coming years, this partnership will design an action plan to improve European policies and instruments, implement actions and evaluate results. Mark Boekwijt is coordinating this program.

Mark Boekwijt (1964) studied International Law and Communication Sciences at the University of Amsterdam, worked as a researcher and project manager in the audio-visual industry and a media affairs counselor for the city of The Hague. Nowadays, he is a management consultant for the city of Amsterdam which he represents in Brussels. He is coordinator of the partnership ‘Inclusion of migrants and refugees,’ part of the Urban Agenda for the European Union.

**URBAN MATTERS:**

**THE THIN LINE BETWEEN OPPORTUNITY AND SEGREGATION**

The European Urban Agenda Partnership ‘Inclusion of migrants and refugees’ is a three-year cooperation among experts from EU Member States, the European Commission, cities and NGOs. It is aiming to better equip European cities to face the challenges, related to the integration of incoming migrants and refugees. In the coming years, this partnership will design an action plan to improve European policies and instruments, implement actions and evaluate results. Mark Boekwijt is coordinating this program.

**Why is it necessary to better equip cities?**

Boekwijt: “Urban areas are engines of the economy and growth. Almost 80% of Europeans live in these areas and over 70% of jobs are found and created in cities. Aside from great opportunities, urban areas also face challenges like intolerance, unemployment and poverty and are expected to cope with the current refugee and asylum crisis.

Most European directives and regulations have a direct impact on urban life, yet European support and funding is mainly directed to central governments and in general lacks the flexibility and speed to adapt to pressing urban matters. That’s why Amsterdam, Athens, Barcelona, Berlin and Helsinki collaborate in this partnership. To add an inner-city perspective to the European agenda. To find out how money and aid serve the best possible outcome on the key matters: housing, community building & reception, education, work and the cross-cutting theme of vulnerable groups. We explore and analyse the effectiveness of regulations and funding and advice on better exchange of data and research. The identification of the bottlenecks and potentials will lead to an Action Plan by mid-2018. Our report should be finished by 2019.”

**What are cities main challenges?**

“Urban areas attract the most migrants and refugees. They offer great opportunities. Cities are facing challenges regarding integration and inclusion. Achieving an inclusive and integrated approach, tackling both the medium and long-term challenges, requires multi-level governance. Cities are increasingly attentive to the impact new regulations may have on migrants and refugees, opportunities are funded and knowledge exchange on best practices takes place.

Cities play an important role in creating public support for sheltering refugees, which results in increased social acceptance of these new citizens. Local governments..."
do need the support of NGOs, private civil initiatives and volunteers when it comes to temporary shelters for refugees. So, on this scale, we also need a multi-level approach.”

A multi-level approach that fits all, will that work?
“It’s all a fragile balance. Goodwill can easily be undermined by bad examples. And there is - and will be - tension if local people feel they have to compete with newcomers in finding housing and employment. We know that rapid access to labor and housing are important for successful integration in the long run, but we have to recognize that this ambition might cause social conflicts in the short-term. So we have to find the best instruments for positive reception and community building.

Special attention is required to protect the rights of vulnerable groups within the general refugee population: women, minors and LGBTs.

Our partnership doesn’t expect to find that one silver bullet. The situation in Athens is different from the one in Amsterdam and our recommendations should address those different needs. We should also recognize that member states have different views on the priority cities should give to integration.”

EU PARTNERSHIP ON INCLUSION OF MIGRANTS AND REFUGEES

The vast majority of refugees worldwide live in urban areas. This is where people meet, work, study, live and raise their family. Cities offer great opportunities for migrants and refugees, but cities are also faced with challenges regarding integration and inclusion. Achieving an inclusive and integrated approach tackling both the medium and long-term challenges requires multi-level governance.

MORE INFORMATION
This initiative is one of four partnerships founded by the Pact of Amsterdam during the Dutch presidency of the EU: www.bit.ly/Apact16

BACKGROUND INFORMATION

EU PARTNERSHIP ON INCLUSION OF MIGRANTS AND REFUGEES

The vast majority of refugees worldwide live in urban areas. This is where people meet, work, study, live and raise their family. Cities offer great opportunities for migrants and refugees, but cities are also faced with challenges regarding integration and inclusion. Achieving an inclusive and integrated approach tackling both the medium and long-term challenges requires multi-level governance.

THIS PARTNERSHIP FOCUSES ON IMPROVEMENTS IN THREE AREAS

1. BETTER REGULATION
How to improve EU legislation so that it better reflects urban needs, practices and responsibilities?

2. BETTER USE OF FINANCIAL INSTRUMENTS
How to ensure better access to and utilization of European funds by urban areas?

3. BETTER KNOWLEDGE EXCHANGE
How to improve the EU urban knowledge base and stimulate the sharing of best practices and cooperation between urban areas?

FIVE FOCUS THEMES, COVERING THE MAIN CHALLENGES FOR CITIES

1. WORK AND ENTREPRENEURSHIP
Focus: early integration measures to promote fast rapid access to the labor market, social mobility, empowerment of refugees with low skill profiles and qualification recognition.

2. HOUSING AND THE PREVENTION OF SEGREGATION
Focus: the quantity of houses, innovative housing models and social challenges such as the prevention of segregation.

3. RECEPTION AND COMMUNITY BUILDING
Focus: communication measures, integration as a two-way process, and how to foster community building.

4. EDUCATION
Focus: fast access to language classes, talents, promote integrated approach, education to children.

5. VULNERABLE GROUPS
In each of the other four themes, the partnership will pay attention to the protection of rights of vulnerable groups: women, minors and people who are lesbian, gay, bisexual and, or transgender (LGBT). They deserve an approach tailored to their needs in municipal services and support for refugees and migrants.
Mathias Hamann is a journalist who has worked for over 25 papers and magazines in Germany, Austria and Switzerland. He is a skilled and prize-winning debater and trainer in the fields of communication, rhetoric, politics and capacity building. Since 2014, he has run two refugee shelters for the Berliner Stadtmission in the German capital, housing over 1,000 refugees. He is supported by 73 co-workers and over 2,000 volunteers.

Mathias stumbled upon his new job while employed as a reporter writing a story about working with homeless people in 2009. Giving his interview contact a hand serving soup to the new guests, turned out to be the start of new career. He started to work with homeless people and, in 2014, was asked to run a refugee shelter in the center of Berlin, with a capacity of 300. One year later, he and his team won a prize for integration from the city of Berlin. Since November 2015, he is responsible for running two shelters – on the outskirts of Berlin in Spandau, with a capacity of 1,000, and the one in the Mitte.

It’s not easy to get hold of Mathias who’s working days are packed with meetings with team members, politicians, administration, refugees, media, visitors, troubleshooting and acting on the day-to-day dynamics of the unpredictable, in and out stream of temporary guests.

Mathias Hamann, responsible for two refugee shelters in Berlin

“SMALL SHELTERS OFFER BETTER PERSPECTIVES FOR REFUGEES”

I would like to sit down and discuss different approaches with refugee organizations in other cities or abroad, but the truth is I can’t find the time.”

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“Having a vision and setting goals is important for success, but you need to be flexible.”

Wishlist

Germany may be divided on the matter of closing borders versus Merkel’s promise ‘Wir schaffen das’, but that doesn’t seem to affect Mathias. “We have to manage the daily problems of our guests. We have a lot of supporting volunteers and companies around us. Politics is affecting my work mainly on the basis of what is provided by the city and state council and what is not.”

There a lot of work to be done. “The part of the Berlin administration that is responsible to deal with the refugees is fortunate to work closely together with companies and volunteers. Berlin commissions organizations to run refugee shelters. That creates more responsibility and, because of competition, also new ideas.”

Size makes a difference

The impact of capacity is one of the lessons Mathias has learned. “Our shelter in Spandau has capacity for 1,000 people. Everything is bigger there, the number of refugees, employees and, of course, problems.” Since he runs two shelters, he needs to be an adaptable manager. “Having a vision and setting goals is important for success, but you need to be flexible. If an idea doesn’t catch on, it is wise to invest your energy in the things that do work.”

Although heavily dependent on the support of over 2,000 volunteers, Mathias has learned that this goodwill force has to be managed carefully and planned well in advance. “In the beginning we were offered all kinds of help. Some of it we did not need. But it was hard to refuse. People did not understand that and were irritated.”
Nowadays, Matthias is supported by 73 co-workers. They manage the help and are happy to have a lot of passionate people who live “wir schaffen das.” Volunteers do language courses, companies provide internships. “There is a lot of integration happening on a small scale. You won’t read this in the news, it is not very visible. But it is there, every day.” Volunteers are as diverse in capabilities, contribution and motivation as the refugees themselves. In the downtown center, we have a large number of volunteers that occasionally spend time with the refugees, where, in the suburban Spandau shelter, a smaller group offers help on a more regular basis.”

Where volunteers can be selected on useful capabilities, the paid co-workers are assigned on a limited budget. “I would like the authorities to be more flexible about which people to hire. For example, a psychologist or an expert in pedagogy for adults can make a big difference in refugees’ integration. And better integration will definitely reduce the number of personal and social problems.”

On a voluntary basis, a number of Arcadis professionals assist Mathias and his team with advice on organizational matters. They helped the shelter to get started and provide a mentor program. Their support is part of the Arcadis program Giving Back to Society.

INSPIRATION

A SELECTION OF GOOD PRACTICES ACROSS EUROPE

CITIZENS’ SAVINGS USED FOR LOANS TO REFUGEE TENANTS (BELGIUM)

NGO Convivial is an initiative of the Belgian NGO ‘Convivial’ whereby local citizens can deposit savings which Convivial uses to grant loans to refugee tenants that can be used to pay rental deposits and first payments. The refugees are obliged to repay the loans to Convivial within ten months of receipt. All loans are officially registered with a national bank to enable follow-up in case of any non-payment. The local citizens can request repayment of the full amount of their savings at any point.

A BUDDY FOR TOMORROW (FRANCE)

The initiative is called ‘Duo pour demain’ (a buddy for tomorrow). It involves spending time with a refugee for a period of six months. The period can be renewed if this is necessary. This mentoring process may entail helping the refugee discover French culture or learn the language, or anything else that may help to create a social network for the individual.

‘LET’S DO IT’ INITIATIVE IN UTRECHT AND NIJMEGEN (THE NETHERLANDS)

Together with civil society organizations and citizens initiatives, local volunteer centers have initiated projects in which asylum seekers, status holders and Dutch volunteers collaborate. The initiative is called ‘Let’s do it’. The participants support specific events, activities for the elderly and public green zone gardening in residential areas. The project increases chances for refugees to integrate in the Netherlands. Working on these activities gives refugees a daily structure, distraction from the daily grind and from waiting during the asylum procedure in the shelter. It also helps them to connect faster to Dutch society by building personal networks. Meeting with Dutch volunteers and employees of organizations improves mutual understanding. This initiative is supported by various social funds.
In November 2016, the second part of the temporary refugee center in the Rotterdam district of Beverwaard was completed as planned. Beverwaard can host 600 refugees. No one knows for sure if they will indeed arrive. Asylum & Refugee Program director Lida Veringmeier: “The flow of refugees is a bit like an accordion and hard to predict.”

Lida Veringmeier has been the program director for the City of Rotterdam’s Asylum and Refugee Program. She coordinates the entire process, from the newly constructed temporary refugee center, to housing and integration of status holders. Support within the city is an important principle as well, as is optimization in the integration-related processes. Veringmeier was previously head of policy and government affairs at Rotterdam Rijnmond police, held various positions at the Ministry of the Interior and Kingdom Relations (BZK) and was active in social advocacy.

In 2015 Rotterdam had to accommodate more than 1,000 status holders (applicants with residence permits), over three times as many as in 2013. In 2016, permanent housing was required for 1,751 refugees. At the end of October 2016, some 750 of them were still waiting for accommodations. The main cause of the backlog, according to Lida Veringmeier, is not only the shortage of housing, but also the challenges of getting all the status holders’ required details together quickly and correctly. “A wrong name on a document provided by the Immigration and Naturalization Service (IND) or a missing citizen service number usually blocks the refugee’s opportunity to open a bank account or their access to a rental home. In recent months, we made several improvements, registering refugees on arrival in the Netherlands.”

Locally, she is trying to break down bureaucratic barriers as well: “Housing and health care allowances should be approved faster, otherwise the refugee’s new life starts with financial problems.”

That said, financial stability is no guarantee of hassle-free social participation. “We see that the peace of having one’s own home is also often the moment when the stress and deprivation of the previous months surface. It is important to supervise this phase to ensure no psychological issues arise.”

Objectives and expectations must keep pace with the talents of people

Individual needs
The Rotterdam approach focuses primarily on housing, social support, language and integration of status holders. This integrated approach is adapted to individual needs. “Learning another language is usually a bigger challenge for illiterates than for people who have already received training. Objectives and expectations must keep pace with the talents of people. In addition, bonding with the neighborhood, building a network and finding a job is very important. For this task - and also education, health and welfare - we work together with NGO The Netherlands Association for Refugees (Vluchtelingenwerk) and other social and private organizations.”

Volunteers play an important and much appreciated role in the integration process, although Veringmeier emphasizes that professional coordination of this group is essential for best results. “I am heartened to see how many people are willing to help refugees, but you have to manage these good intentions in order to keep up the spirit of the volunteers.”

Matchmaking
The Central Authority for Asylum Seekers (COA), the Association of Dutch Municipalities (VNG) and individual...
municipalities are looking for ways to predict the best match between status holder and society. “Country of origin, family, education and employability, and, of course, the individual preferences of the status holder should be taken into account. In the Rotterdam region, for example, there are many vacancies for engineers, system analysts, programmers, electricians, construction workers, welders and production workers, but few entry-level jobs. We must take the qualities, skills and experience of the refugees into account sooner and more accurately, and improve information exchange between authorities like the IND, COA and councils.”

Veringmeier does not want to comment on the political debate about refugees. “I have no influence on administrative decisions that are made. They simply define the day-to-day reality and the resources made available for our program.” Yet she does have some specific wishes. “I would like the ministry and COA to encourage municipalities to help them find the best facilities to accommodate refugees. The COA’s centralized approach still regularly leads to suboptimal solutions and much resistance. More explicit involvement of local authorities can make a difference!”

**INSPIRATION**

**A SELECTION OF GOOD PRACTICES ACROSS EUROPE**

**MATCHING THE SKILLS OF REFUGEES WITH JOB VACANCIES (SWEDEN/THE NETHERLANDS)**
The Swedish Public Employment Service (SPES) is in charge of assessing the skills of refugees who are granted asylum. SPES arranges additional training and education if needed, and matches refugees with potential employers who are in need of their skills. A similar initiative is in progress in the Netherlands. In spring 2016, a number of Dutch cities and the Central Authority for Asylum Seekers (COA) launched a pilot. The project provides participant refugees with a digital card containing a detailed curriculum vitae. The card provides insight into all the refugees’ training, work experience, personal skills and talents. This makes it much easier to match refugees with relevant job vacancies. This applies not only for jobs that require highly qualified knowledge, but also, for example, for craftsmen and fishermen. The card is also used to gain insight into potentially interesting volunteer work and additional training. Following a few successful pilots, the Dutch government has committed to using this tool on a national level.

**EUROPEANS ACCOMMODATE REFUGEES (GERMANY)**
A German group named ‘Flüchtlinge willkommen’ (Welcome refugees) has built a kind of Airbnb for refugees, allowing Europeans to offer (parts) of their homes to those fleeing wars in Africa and the Middle East. At present, Flüchtlinge willkommen has accommodated 794 refugees in various shared flats and others in 336 homes.

How does it work?
• Volunteers can apply on the Flüchtlinge willkommen web page stating the terms and conditions.
• A specialized organization matches the volunteer host and the refugee, based on relevant specifications.
• Several people provide small donations monthly to cover the rent.
• Once the intake is completed, the refugee moves into the accommodations. Flüchtlinge willkommen encourages landlords to help the refugees find language courses and internships.

**NETWORK OF REFUGEE-CITIES (SPAIN)**
After her Facebook comment went viral in 2015, Barcelona mayor Ada Colau’s idea of creating a network of refugee-cities to cope with Europe’s refugee crisis has become a real-world plan. Over 100 cities, including Madrid, Valencia and various smaller communities, have expressed their interest in joining the discussion to see what measures could be introduced to assist refugees.
TWO SYRIAN REFUGEES FIND ‘SHELTER’ AND PERSPECTIVE AT ARCADIS

Mohammed and Abdul: 'Integration just takes some time'

Mohammed Nour Al Nashed
works as an architect at Arcadis in Berlin since February 2016. He was born and educated in Aleppo (Syria) and worked there for a year. After that, he worked for two engineering companies in Abu Dhabi.

Abdul Raouf Nasri
was born and raised in Damascus (Syria). He acquired a law degree in Beirut and worked as a barista. He is a volunteer member of the Human Rights Center of Beirut Arab University. He is working in the European Legal Department at Arcadis.

I am blessed. I have a good job, I have my own place, I have civil rights. That’s why I want to give something back. Everybody should have the same chance as I had.” Considering the positive attitude of Abdul Raouf Nasri, you might think everything in the life of this young Syrian has gone perfectly fine so far. Indeed, after high school, he went abroad to study in Beirut, Lebanon. After obtaining a law degree, he decided to stay in Lebanon and found a job as marketing manager in a design firm.

Looking for a new challenge, Abdul then moved to Algeria to work as a project manager. However, due to increasingly difficult political and residential matters, he decided to leave the country. Going back to Syria was not an option: “I would have been obliged to join the military service for at least three years. But fighting in the war and killing people – that was unimaginable for me.”

Looking for a country in which his civil rights would be safeguarded, Abdul ended up in Germany. In February 2016, he got an internship at Arcadis, working as a legal advisor – just like Nour Al Nashed, another young man from Syria, working in the Berlin Arcadis office. Nour refused to join the war in Syria after finishing his work contract in Abu Dhabi: “In Germany, I have the opportunity to practice my profession as an architect,” Nour says and adds, “And besides, he adds jokingly, I have always been a great fan of the German national football team, Die Mannschaft.”

While job-seeking, both Abdul and Nour received help from the German organization “Mygrade”, which is dedicated to connecting qualified newcomers from foreign countries with companies. They are still active participants in the network and now support other new residents. When the Berlin Arcadis team organized a “Giving Back” day, offering practical support to refugees and the homeless, Abdul made use of his connections. He invited “Mygrade” to join the event and offer professional counseling. Nour explains: “We helped them repair their accommodation, ate together and played football. It was about having a good time.”

Abdul and Nour also shared their personal experience to help immigrants taking their first steps towards working life. Abdul concludes: “Of course, everyone is different. But I would always advise foreigners to be patient with German bureaucracy. The people are already doing so much for us and integration just takes some time.” Together, they do their best to speed it up a little.

Everybody should have the same chance as I had.

Refugees support part of Arcadis CSR program
Arcadis Europe has created work experience placements for refugees – filed in Germany and in the Netherlands. Arcadis is also a partner of the Refugee Talent Hub, an Accenture initiative in the Netherlands.
In retrospect, what strikes us most when we reflect on the manner Europe has been dealing with the refugee challenge in recent years? What can we learn from it?

Most authorities don’t have programs to deal with mass migration

The influx of refugees has taken European authorities by surprise, on a European level, as well on national and local levels. Most public authorities didn’t have plans, programs and resources. As a result of that, most of them had to improvise while dealing with the crisis. In 2014-2016 authorities, agencies, NGO’s and communities were flooded with work related to hosting the refugees, focusing mainly on emergency response: shelter and registration, often in large scale accommodations outside existing communities, and organizing temporary housing and temporary applications, responding to mainly basic needs (bed, bath and bread).

Like central governments, most European cities and villages were not prepared for mass migration. They often lacked a plan addressing short, mid and long term challenges of migration. In many cases, they had limited influence on the process of (temporary) sheltering and housing. Refugees were regularly given shelter in random, very different temporary facilities.

Perception of refugees

Initially Europe seemed to deal with the refugee influx as if it were a temporary issue. It soon became clear the crisis could not be solved quickly, efficiently and effectively thus minimizing the short-term impact on its countries and people.

The influx was quickly defined as a ‘crisis’, and in some countries a growing number of people started considering refugees a burden in realizing their ambitions. Other people explicitly welcomed refugees, seeing the new citizens’ skills as an enrichment of human capital which may help strengthen the economy. This is especially the case in countries that are facing a decreasing and/or aging population, or where certain professional skills are scarce.

Private initiatives are part of the solution

Many of the best practices in the reception and integration of refugees in Europe are based on collaboration of local governments, non-governmental organizations, private organizations and volunteering citizens. In many cases, the government is not involved in initiatives and their funding. The importance of local initiatives and partnerships increases once refugees get permission to stay and settle. It’s equally important in situations in which the demand for available housing, jobs, education, etc., exceeds its availability.

Private involvement goes beyond realizing housing facilities. It may include initiatives with a focus on enhancing the self-reliance of refugees. For example, by assisting children in schools, offering language courses and buddy systems to help refugees build relationships in their new community. And last but not least: private organizations are reaching out to specific groups of migrants to fill in vacant job positions, when their profile matches requirements for vacant job positions.

Refugee involvement: equally important

Refugees who show that they want to actively invest in their new environment are more likely to be accepted in being accepted, welcomed and integrated into their local community. Consequently they contribute to the social cohesion in the city or village in which they have settled.

CHECK YOURSELF:

☐ Are migration and integration part of your strategic urban agenda?
☐ Do you have, work on or consider scenarios related to migration and integration?
☐ Do you have an up-to-date insight on surplus property in your city?

CHECK YOURSELF:

☐ What is the sentiment in your community towards refugees?
☐ How might refugees impact the realization of your city’s ambitions?

CHECK YOURSELF:

☐ Who are your closest partners in finding and realizing refugee-related solutions? For example NGOs, private, volunteers, refugees, other authorities.
☐ Do you participate in pilots, experiments or knowledge exchange?
☐ Do you have a plan with local/regional employment agencies and businesses to match refugees and job vacancies?

CHECK YOURSELF:

☐ Does your city encourage involvement of refugees in local programs?
☐ Do local and regional care organizations have a joint plan for medical care and self-reliance?

Click here for the online version: SURVEY MIGRATION AND INTEGRATION IN CITIES
CHALLENGES FACING EUROPEAN CITIES

In the years ahead, European cities will have to deal with the consequences of the large influx of refugees. Some 1.1 million refugees in Europe are still engaged in procedures and are waiting for a residence permit. At the same time, there are many refugees who have been granted a residence permit but are still in a temporary reception center, where they are waiting for adequate housing, education and employment. Many of them struggle with language barriers and communication problems, some also face psychological issues. They are trying to find their way in a new social environment and a new culture.

Cities and local communities have a key role in migration and integration. The majority of refugees worldwide live in urban areas.

The potential role of a European city in migration and integration is determined by its appeal to refugees. We roughly distinguish two categories of countries.

1. Arrival and transit countries: these are countries the refugees arrive in when they come to Europe or pass through, in order to get to the destination country.
2. Destination countries are countries where refugees build their new lives.

Each category of countries faces its own specific challenges and issues.
WHAT'S NEXT - IN THE SHORT TERM?

Over the past three years, cities and their stakeholders demonstrated an immense creativity in dealing with the challenges of mass migration. This has resulted in successful practices, experiments and cities’ networks. It’s worthwhile for European cities to invest time in identifying, learning from and applying those that seem relevant.

Invest in pilots, experiments and knowledge exchange
An increasing number of cities are starting pilot projects in which, together, stakeholders at regional and local levels look for an approach that can yield positive results. It is especially valuable when cities and regions include the exchange of ‘knowledge’ in their pilot projects. This ensures that lessons learned in successful experiments find their way to a wider group of cities and regions.

Team up in networks of similar cities
Cities differ in terms of size, population and ambitions. It may seem obvious, but it pays off when cities in a region that are similar or have similar challenges work together and exchange knowledge and experiences. Such similarities could be the population decline or growth in their region or similar ambitions for a region and a city, such as Food Valley, Maintenance Valley, SmartPart, Brainport etc. These networks of comparable cities can work together and agree on the implementation of pilot projects that are interesting learning projects for each municipality. Across Europe there are already many such initiatives.

Find pathways and shortcuts to relevant knowledge
Many organizations at European, national and city level started initiatives that enable cities to exchange knowledge and experiences regarding the reception and integration of refugees. Many of these organizations provide that information through their own channels. It is time consuming to find, in the wide range of best practices, those examples that can be applied to a specific city. But it is absolutely worth it!

WHAT'S NEXT - IN THE LONG TERM?

Include migration and integration in strategic urban agenda
Migration is constant. Although no one knows exactly when to expect a new influx of migrants. It’s obvious that from time to time large groups of people will be compelled to leave their country of origin and move to other regions due to war, persecution, poverty, poor living conditions, climate change or natural disasters.

What can we learn from the recent refugee crisis? First and foremost that we need to include migration and integration in Europe’s strategic agenda. Achieving an integrated approach tackling both the medium and long-term challenges requires multi-level governance, alignment of the policies and activities of public and private organizations, NGOs, communities and volunteering citizens, and collaboration.

European cities are expected to take a key role in the process of moving from the current crisis approach to a more integrated and sustainable approach. To be prepared, take responsibility, accept ownership and team up with public and private stakeholders to face and meet challenges in migration and integration.
Build and rethink a refugee policy

Develop a program for implementation

Team up and collaborate with all stakeholders, including the refugees

Identify and apply EU and governmental funds for regional development and private investments to realize the integration plans

**STEP 5 EXECUTE THE PROGRAM OR PLAN**

**ROADMAP TO AN INTEGRATED APPROACH OF MIGRATION AND INTEGRATION**

- Determine the character of your country: arrival - transit, destination or combination
- Develop scenario analysis based on different numbers of refugees coming to your country and city, their country of origin, etc.
- Determine the most likely scenarios.
- Develop a migration and integration policy for the short term, mid term and long term for the most likely scenarios.

- Collaborate within the region with neighboring cities and, if necessary, make a regional or city master plan for reception and integration of refugees.
- Develop a regional portfolio or asset plan based on a regional assessment of suitable areas, districts or neighborhoods, and vacant buildings and houses.
- Develop an integration and implementation plan for the most likely scenarios that fit the type of refugees (arrival and transit or stay), focusing on shelter, housing, permanent stay, language, education, work, etc.

- Identify the local stakeholders by making a stakeholder analysis. This can be done on a city or regional level.
- Collaborate with the refugees. Know them, know their values, involve them, for example, by making personal profiles so you can match their skills and knowledge to relevant initiatives and work opportunities.
- Collaborate with the local community. Know them, know their interests and involve them in refugee initiatives. Make them responsible and develop agreements about their involvement.
- Give room to and encourage local initiatives (local, public and private organizations, NGOs, schools, healthcare, etc.).

- Check if your programs and plans can strengthen regional migration and integration programs. Regional Development Programs of the EU or development plans of your national and local government.
- If so, call on and apply for available European, national and regional/local funds for regional developments.
- Involve private investors in your regional urban developments.

**INSPIRATION**

**24-HOUR MANIFESTATION: THINK TANK DELIVERS IDEAS FOR CITIES’ INTEGRATION POLICIES**

In September 2015, Gable Roelofsen, actor and theater producer, Hendrik-Jan Biemond, lawyer at Allen & Overy, Janneke van der Wijk, director of Conservatoire Amsterdam and the former Vice Mayor of Amsterdam Carolien Gehrels* initiated a brainstorm manifestation challenging and encouraging national and local politicians, entrepreneurs, captains of industry, professionals, consultancy organizations etc. to identify ideas and solutions for European migration and integration challenges. In their brainstorming and discussions, refugee challenges were related to topics like urbanization, ageing population, new technology and community building. The initiative inspired the participants and their organizations to actively contribute to these solutions. The report of this so called ‘24 boundless hours’ manifestation summarized the 40 best ideas and was presented to Eberhard van der Laan, Mayor of Amsterdam and Lillianne Ploumen, Minister for Development Cooperation. In November 2016, The Netherlands Association for Refugees (Vluchtelingenwerk) organized a follow-up debate.

*) now European Director of Arcadis worldwide Cities Program

(Dutch) information: http://www.parool.nl/amsterdam/alleen-praten-is-al-winst-vindt-de-denktank-over-vluchtelingen-a4142522/

**HOW TO EMBED INTEGRATION IN URBAN MASTER PLANNING?**

Cities want to build inclusive communities. That requires a strategic approach to migration and integration. It should be included in their urban development programs. In their scenarios cities are challenged to balance mid temporary housing solutions and integration concepts for the longer term. To guide their policies in transforming surplus property and new urban developments. Which concept for migrant accommodations - integrate, edge or link - matches the community needs? And can you prove its positive impact and apply for European and regional development funds?
EUROPEAN FUNDS FOR MIGRATION & URBAN DEVELOPMENT

While the EU Partnership aims to improve the access to and utilization of European funds by urban areas, there already are funds available...

The Asylum, Migration and Integration Fund (AMF)
Establishes member states' minimum spend on asylum and migration policies.
The Internal Security Fund (ISF)
Aims to advance border security and visa management.

INTERREG V program (2014-2020)
A subsidy scheme for spatial and regional development in border regions, interregional development and cooperation.

COMBINED BUDGET (2014-2020):
€6.9 billion

The European Fund for Regional Development (2014-2020)
Contributes directly to regional developments in Europe and indirectly has a positive impact on the economic and social development of these regions.

More information on Funds

EU FUNDING OPPORTUNITIES RELATED TO INTEGRATION ISSUES
https://ec.europa.eu/migrant-integration/funding/eu-funding

NATIONAL FUNDING FOR INTEGRATION-RELATED INITIATIVES
https://ec.europa.eu/migrant-integration/funding/national-funding

FUNDING MADE AVAILABLE BY PRIVATE FOUNDATIONS, TRUSTS AND OTHER TYPES OF GRANT-MAKING ORGANIZATIONS
https://ec.europa.eu/migrant-integration/funding/private-funding

READ MORE...

WEB SITES

World Migration Report 2015

International Organization for Migration (IOM)

COMBINED BUDGET (2014-2020):
€396 million

The Asylum, Migration and Integration Fund (AMF)
Establishes member states' minimum spend on asylum and migration policies.
The Internal Security Fund (ISF)
Aims to advance border security and visa management.

INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)
World migration report 2015

COMBINED BUDGET (2014-2020):
€183 billion

The European Fund for Regional Development (2014-2020)
Contributes directly to regional developments in Europe and indirectly has a positive impact on the economic and social development of these regions.

More information on Funds

EU FUNDING OPPORTUNITIES RELATED TO INTEGRATION ISSUES
https://ec.europa.eu/migrant-integration/funding/eu-funding

NATIONAL FUNDING FOR INTEGRATION-RELATED INITIATIVES
https://ec.europa.eu/migrant-integration/funding/national-funding

FUNDING MADE AVAILABLE BY PRIVATE FOUNDATIONS, TRUSTS AND OTHER TYPES OF GRANT-MAKING ORGANIZATIONS
https://ec.europa.eu/migrant-integration/funding/private-funding

WEBSITES

Eurocities – Migration and integration

European Urban Agenda – Inclusion of migrants and refugees
http://www.coe.int/en/web/interculturalcities/story-map-refugees

1000+ Good practices on integration (2008-2016)

Comparative analysis - Voluntary and citizens' initiatives before and after 2015

European Commission – Towards a European agenda on migration

IMISCOE - Europe's largest network of scholars in the area of migration and integration

UNHCR - The United Nations Refugee Agency
Arcadis partners with cities around the world, giving them a competitive edge and improving quality of life for their residents, visitors and businesses by building programs that expand resiliency, encourage regeneration and maximize connectivity.

The influx of refugees puts European cities resilience to the test. That’s why local and national authorities, owners of real estate – education, health care, public and private property – and NGOs call on our expertise, advice and support. To help them deal with and realize solutions for migration and integration related issues and challenges.

For years now our people have been involved in a wide variety of refugee related programs, projects and studies. One example is in consultancy and support of national agencies and over 100 European municipalities across Europe. Delivering program, process and project management and services related to both temporary and permanent housing of refugees. From finding available accommodations to stakeholder management and communication with the local communities. From optimizing permitting processes to managing real estate transformations (technical due diligence, feasibility studies, business cases). From design and engineering to realization of refugee ready accommodations and facilities in former existing offices, sport centers, prisons, military complexes, schools, health care facilities and public real estate.

As part of the European refugee support program, Arcadis is currently providing work experience places (in Germany and the Netherlands) to several young and talented refugees in both projects and enabling functions.