



Building Communities of Practice for Urban Refugees

Europe Regional Workshop Report

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FINDINGS AND HIGHLIGHTS

The *Building Communities of Practice for Urban Refugees* Workshop in Hungary, Budapest

This paper is the fifth in a series of five reports on workshops designed to broadcast and replicate good practices for urban refugee programmes. The workshops are the result of the *Building Communities of Practice for Urban Refugees* project funded by the U.S. Department of State's Bureau for Population, Refugees, and Migration (BPRM). A workshop has taken place in each of the five geographic regions. In addition to the workshops, roundtable events have been held in a particular city in each region.

The *Building Communities of Practice for Urban Refugees* Workshop in Budapest hosted 35 participants (11 UNHCR staff, 24 partners) from 11 countries. There were a total of 17 panels on urban refugee-related topics including, but not limited to, coordination, public awareness campaigns, community work models, mental health and psychosocial support (MHPSS), mentoring and volunteering and livelihoods.

The **overall findings from the workshop's good practice presentations** revolve around three main themes: the primacy of the government's role, the potential to engage local communities and the importance of minding refugee and asylum-seekers' language needs.

The tone of the central governments' messages in leading interventions that provide context-specific solutions for refugees cannot be underlined enough. Government leadership across the region has the potential to improve coordination and response mechanisms, sustain dialogue amongst diverse organisations – governmental and other – as well as to provide humane and dignified treatment of refugees and asylum-seekers.

However, in some countries where this has not been the case, and even in those where policies are more welcoming to refugees and asylum-seekers, it is the local community who actually plays a key role in providing assistance and services that fulfill new arrivals' most urgent needs. Those who come forward as volunteers and mentors have had an invaluable impact because it is the communities that reside side by side with refugees in urban areas which comprise the bulk of this benevolent workforce. It is with their help that outreach is not only facilitated but greatly enhanced. The local community also plays an important role in ensuring that refugees meet basic needs through housing and employment.

Lastly, while language needs across the region are being addressed, more needs to be done formally in this capacity. For example, making information available in refugees' mother tongues and having empathetic, culturally-proficient interpreters at reception centres and other places such as multi-stakeholder meetings and psychological consultations. To promote integration from the start, rather than exclusion, governments could fund and prioritise language instruction for new arrivals.

GOVERNMENT COORDINATION – Fostering deeper links and coordination within governments and amongst partners to enhance service provision

- 1. Good coordination follows transparent and efficient communication.*
- 2. Apart from the government, civil society has a special role in serving refugees.*
- 3. Coordination is a challenge but blending older methods (face-to-face meetings) with new technologies (digital databases) can prove useful.*

This section describes the four good practice presentations delivered on supporting government coordination in Armenia, Georgia and Turkey.

In 2014, the Government of Armenia felt the need to establish a functional referral system and to consolidate information about its partners' activities. That same year, with the help of UNHCR, the Government began conducting exchange visits to partner organisations. Through the visits, one partner organisation sends two or more staff to another partner organisation to spend half a day at their office and learn about the hosting partner's activities. The staff members who participate in these exchanges then return to their offices and share their experiences with their colleagues. Apart from being a cost-effective initiative, the exchanges have allowed for the partners involved to establish common goals and reduce duplicated efforts.

In neighbouring Georgia, UNHCR actively supports the Government to ensure high standards for its cash assistance programme for vulnerable refugees and asylum-seekers and to provide access to national services. Using the standard operation procedures (SOPs) developed with UNHCR, the Ministry for Refugees and Accommodation of Georgia assesses refugees and asylum-seekers' vulnerability to enroll them in the most appropriate assistance scheme. UNHCR joins the Ministry in its home visits and when new staff is hired. UNHCR also accompanies them for monitoring purposes. The home visits have allowed the Ministry to verify information and also witness the lived reality of the displaced, resulting in greater attention to and advocacy for refugees and asylum-seekers. Since UNHCR has been working closely with the Ministry, more referrals have been made to government services. The next step for the Ministry and UNHCR is to engage refugees and asylum-seekers through community outreach initiatives.

In Istanbul, representatives from the Government, NGOs, civil society, refugee agencies and academia came together to create a municipal Refugee Coordination Commission under the leadership of the Deputy Governor of Istanbul. This initiative is quite interesting since such commissions are usually formed at the national level but in this case, it is spearheaded at the municipal level. The Commission meets once every two months. In preparation for the meetings, UNHCR provides input for the meeting agenda and, in sharing it with partners, helps raise awareness about key protection concerns throughout the city. It has also proven to be a useful information-sharing mechanism. The discussion of thematic problems at the meetings has led to the development of SOPs for protection issues, e.g. for placing unaccompanied minors (UAMs) in orphanages and for handling sexual and gender-based violence (SGBV) cases. Above all, the SOPs do not reflect UNHCR's standards but the city's standards;

the SOPs have made it possible for the different actors who comprise the Commission to establish a “common language” and build trust and institutional memory.

At the national level in Turkey, the Ministry of National Education has demonstrated its generosity through its policies aimed at facilitating Syrian refugee children’s access to schooling.¹ Through sustained coordination, the Ministry has removed administrative barriers to enrolment in two distinct ways: first, by issuing an official decree on foreigners’ access to education and second, by introducing a new information management system. The official decree established a number of national and provincial coordination structures to oversee the delivery of education services to Syrian children. The national commission sets the policy; the provincial commissions determine local needs and are responsible for local implementation. The national education management information system was also modified to accept the format of identification numbers issued to Syrians who entered Turkey as a result of the conflict. Between 2014 and 2015, the number of Syrian children enrolled rose from 7,000 to 38,000. Another 120,000, between pre-school and 12th grade, attend temporary education centers in camps and urban areas.

The new information system, YOBIS (Foreign Students’ Management Information System), was developed in partnership with the United Nations Children’s Fund (UNICEF). Not only is it used to record students’ enrolment information by institution, city and province but also to issue certificates of achievement, report cards and diplomas.² The Ministry has also provided the needed equipment and IT infrastructure for the system to work. All schools now have working internet connections. Data can also be entered into YOBIS using mobile devices. To ensure the functionality and upkeep of the new system, the Ministry and UNICEF held a national and provincial workshop to train coordinators to use the system. To facilitate data entry, the system is equipped to accept data in both Turkish and Arabic. Syrian refugee teachers are also being provided extra training and psychosocial support. Now, the Ministry’s priority is to register more children to increase enrolment. YOBIS is used to monitor extra needs of national schools and temporary education centers and will allow for large-scale data collection on enrolment, attendance, retention and the performance of refugee children to inform future interventions.

The four examples illustrate the range of methods practitioners can choose to apply to support government coordination mechanisms. In Armenia and Georgia inter-agency exchanges and partnering during assessments and monitoring improve cooperation and service delivery. In Istanbul, civil society’s support of service provision strengthened government interventions. All three examples confirmed the use of interpersonal communication methods. The final example of the Ministry of National

¹ The Government of Turkey representatives present at the workshop pointed out that the Government has spent 6.6 billion USD thus far to respond to the Syria crisis. This figure does not include the important contributions also made by local communities.

² In order to be registered in YOBIS, Syrian children must first register with the Turkish authorities through the Directorate General of Migration Management.

Education's efforts demonstrates the other side of the coin: the roll-out of new technologies, in this case a sophisticated information database, supports efforts at different levels, from central government down to the level of the municipality.

PUBLIC AWARENESS CAMPAIGNS – Audiovisual materials can be a useful entryway into more difficult discussions about the acceptance of refugees

- 1. Information campaigns that portray refugees as normal people make their plight more relatable to host communities, increasing empathy and understanding.*
- 2. Information campaigns that go beyond the mere purpose of 'informing' by being coupled with lobbying-like efforts can lead to more positive outcomes.*
- 3. Government-sponsored language training and job placement is optimal as it provides refugees with a 'stamp of approval' in the eyes of employers.*
- 4. Small projects at the community level can be effective in changing host community perceptions about refugees.*

This section describes a public awareness campaign carried out in Nuremberg, Germany by UNHCR.

At the centre of the campaign was an engaging informational video.³ A group of refugees volunteered to be featured in the video. The video discusses why refugees come to Germany and what they need. It focuses on their humanity and search for safety and security. The video has proven useful in explaining refugee issues to local authorities, employers, teachers and German youth. Language features prominently in the video, since all of the refugees involved are shown speaking German throughout. Language, while often not a priority for programming, is a key component of refugees' integration. In addition to language, the video touches upon another important dimension: refugees' labour integration. The video shows refugees talking about their jobs and why they find them rewarding.

Because labour integration is so critical, UNHCR Nuremberg seized the opportunity to link the video and information campaign with other lobbying efforts to promote refugees' integration in this realm.

The first is a catalogue created by a local association in Nuremberg. In the catalogue, refugees' contact information is listed along with their past employment experiences and skills. Many refugees who participated in the video and had their information published in the catalogue gained employment after the catalogue was circulated.

Second, UNHCR also connected the information campaign to the Federal Office for Migration and Refugees (BAMF)'s early profiling and support efforts. From the first day in which refugees arrive in Germany, BAMF authorities and other local NGOs begin recording refugees' assets and knowledge. The resulting list sets refugees up to enter the labour market more quickly once they receive their work permits, usually after three months. In addition, BAMF manages a hotline refugees can call to have their diplomas and professional certificates examined. They can also call to obtain advice about their CVs, such as regarding the classes they would need to improve their professional credentials.

³ Available at: https://www.youtube.com/watch?v=B3C8_Y9LBTE&list=UU9YJzEH11Cs0tzZQK-xEa7A&index=1&feature=plcp

Third, the European Commission's Humanitarian Aid and Civil Protection Department (ECHO) German Association addressed the Chamber of Commerce, employers and politicians, showing them the film. The ECHO German Association saw refugees as assets to society and convinced others of the same.

Keli Kpedzroku, a former Togolese refugee and avid refugee advocate in Germany, participated in the video project and attended the workshop. He provided his personal perspective on the importance of refugees "creating harmony" in their lives when settling into their host community. When Keli arrived in Germany he was fully immersed in intensive German courses during the first six months, paid for by the government. Later on he was able to secure a job. Since then, Keli has made good German friends and encourages refugees to go to the places in the community where Germans gather for three reasons: to communicate and interact with locals, step outside of their own community and better acclimatise themselves. Keli said it was not a matter of changing but of adapting and accepting. In doing this, Keli has not stopped "wearing [his] African shirt in the summer" or speaking his native language at home with his children. Instead he is at peace with himself and his new country.

"I take the positive side of my African culture and bring it together with German culture, to create harmony in my life".

During the discussion session, Save Me München (or Munich) also shared a practice aligned with Keli's views. Through an initiative called 'Culture Kitchen' Save Me Munich has been bringing locals and refugees together once a week for the past one and a half years. In each session, they cook a dish of one of the home countries of the refugees. This cross-cultural exchange has had many positive repercussions: the host community learns more about refugees and shows interest in their culture; in turn, refugees are more open to learning more about the Germany way of life.

UNHCR Nuremberg has shown how coupling an honest, relatable information campaign with local advocacy efforts can improve refugees' ability to integrate into their host country. The Government's seal of approval and financial support, particularly for linguistic and labour market integration, can have overwhelmingly positive effects. Lastly, small-scale community projects can help improve host community perceptions about refugees and make refugees feel more welcome.

RECEPTION CENTRES – There is no rulebook: learning comes from doing and listening

- 1. The positive effects of engaging asylum-seekers from the start (especially unaccompanied minors), carrying out assessments to identify special needs and providing clear and correct information cannot be underestimated.*
- 2. Reception centres should embrace a holistic approach, providing asylum-seekers with MHPSS and other services, not just legal advice, in the asylum-seekers' native languages wherever possible.*
- 3. UNHCR and partners have an important role in supporting the needs of municipalities and host communities.*

The Reception Centres Panel featured three good practice examples from Belgium, Serbia and Turkey.

The Federal Agency for the Reception of Asylum Seekers (Fedasil) manages various reception centres across Belgium. At the centres, 120 spots are reserved for unaccompanied minors (UAMs) to stay during the refugee status determination (RSD) process. Since 2004, Fedasil has welcomed more than 10,000 UAMs. UAMs undergo a mental health profile assessment and an observation period upon arrival, in which Fedasil learns about their interests, dreams and capacities. Up to thirty professionals – social workers, educators, nurses, psychologists, doctors and others – carry out a qualitative needs assessment to identify extra vulnerabilities early on and to provide the most comprehensive response possible. After the observation phase, UAMs are oriented and accommodated at one of four specialised reception centres where they can receive tailored attention based on their needs. Fedasil oversees reception centres for teen mothers, youth with problematic behaviours, street children and young children. Sometimes tensions surface amongst UAMs of different nationalities and backgrounds but Fedasil keeps them together and busy. The purpose of this is to avoid conflict. Fedasil uses a “military-like system” in which the UAMs attend compulsory lectures in the morning and participate in activities in the afternoon where they can expend their energy. Fedasil has also set up a system to detect human trafficking victims and is beginning a reception campaign and a hotline.

In Turkey, the Association for Solidarity with Asylum Seekers and Migrants (ASAM) is operating seven multi-service support centres (MSCs) in urban areas to meet the needs of the Syrian, Iraqi and Afghan refugees arriving in Turkey. The centres are staffed by multi-disciplinary teams that include psychosocial workers and psychologists, nurses, interpreters and refugee community workers. Staff members at the centres refer cases amongst each other and partners to meet the needs of refugees. Most staff members have advanced language capacities in English, Turkish, Arabic and Kurdish. To help improve refugees' access to services at other centres, ASAM has created a self-counselling booklet in Turkish and Arabic. In addition, ASAM is now building a call centre to maximize its outreach. In particular, ASAM hopes to reach refugees residing outside of the south-eastern quarter of Turkey where there are virtually no international actors present to offer services.

The Belgrade Centre for Human Rights runs an asylum information centre in Serbia. Thousands of refugees are rushing through Serbia on a daily basis, in the hopes of reaching other countries in Europe. The initiative to establish an information centre came from the municipal government. The aim was to establish a go-to place where new arrivals could find accurate information on the asylum process and benefit from the help of a team of volunteers, interpreters and psychologists. The centre has also provided a place for the local community to get involved and has garnered the support and interest of the media. After two months of planning, the asylum information centre opened and employs 12 staff: one manager, two volunteer and logistic coordinators, two project assistants and seven interpreters. Of the interpreters, four speak Arabic, two speak Farsi and one speaks Urdu, since the majority passing through are Syrian, Afghan and Iraqi. The centre also counts on the help of 30 volunteers of varied backgrounds, mainly psychologists and sociologists. Many of them already had experience working with refugees and other vulnerable groups. Mental health and psychosocial support features prominently in the centre's activities, since "most people just need someone to talk to and who can understand them", as one refugee claimed. About 100 people visit the centre daily.

The conclusions of this panel are three-fold: first, by engaging new arrivals early on and carrying out assessments at this stage, UNHCR and partners can identify the special needs of the most vulnerable. This is of particular importance for UAMs, as seen in the Belgian example. The Turkish example illustrates how all aid organisations should operate: using a holistic, multi-sectoral approach. Communicating with refugees in their mother tongues using adequately trained interpreters is also a key feature of this approach. Finally, as in Serbia, organisations can use reception centres to support the work of municipal governments and engage the host community.

INCLUDING REFUGEES IN LOCAL COMMUNITY ACTIVITIES – Putting down roots in local communities

- 1. Organisations should not try to mediate refugee and host community relationships; this must be done at the individual and community level.*
- 2. Inserting refugees into host community activities and finding opportunities for them to have more encounters can expand and strengthen both communities.*
- 3. Informal meetings in public spaces close to target communities can often yield better results than hosting a meeting in a formal, enclosed space.*

A representative from a local Hungarian organisation, the Menedék Hungarian Association for Migrants (or simply Menedék), delivered a special presentation on using community work as an approach to refugee integration.

Menedék works in Budapest's 8th District, an emerging ethnic neighbourhood that is both diverse – and therefore most welcoming – but also very destitute. Many immigrants settle there because housing is affordable. Menedék's social workers map out refugees' needs and help strengthen social networks through which refugees can later access other structures, e.g. employment, housing, etc. Menedék's approach has been successful because it is based on addressing local community needs which are shared by the majority society. The approach is grounded in integration and avoiding the creation of separate or parallel structures. Local community groups are closed networks and thus, joining them can be difficult. Therefore, breaking down the social barriers is critical. It is also a process that should be mitigated at the level of local groups and individuals and not by a formal 'outside' organisation. Although time-consuming, the approach is cost-efficient and has lasting effects.

Menedék runs three types of programmes to promote refugees' integration into the 8th District: language classes, children's and legal counselling programmes. The key feature of these three programmes is that they are all held in public spaces, such as community centres, parks and even pubs, when appropriate. Menedék also organises city walks ('Budapest through Afghan Eyes'), runs a soccer team that plays against other local teams (Menedék FC), leads a theater workshop and hosts intercultural community events for holidays (Iranian New Year, Hungarian Folktales' Day). In addition, Menedék has started to include refugees in local community initiatives, such as community gardening and other ongoing programmes at community spaces (centres such as FiDó and MÜSZI). The more refugees become involved in these community activities, the more open, confident and informed they become. The interaction also allows them to learn basic Hungarian faster. Most importantly, they feel part of a larger community and as a result, the 8th District grows stronger and more vibrant.

In conclusion, UNHCR and partners should heed Menedék's advice: mediating relationships between refugees and host communities is not as helpful as we would like to think. Instead, it is important to create spaces and promote chances for encounters at the group and individual level. Organisations should think about the

benefit of leaving their comfortable offices behind and going into the spaces the community inhabits – from plazas to pubs – to reach refugees and host communities.

COMMUNITY WORK MODELS – Asking refugees what they need is the best first step for any intervention

- 1. Assessments of age, gender and diversity approaches should be completed periodically to identify gaps and renew commitments to upholding them.*
- 2. It is critical that refugees be adequately represented and included in the decision-making processes that affect them from the first stage to ensure that their needs are met; this may mean incurring extra costs.*
- 3. Refugees have a need to speak to others and be heard, as part of their process of integration and building their sense of belonging.*

The Community Work Models Panel was centred on two practices: the first was from Finland and focused on UNHCR's experiences with a study on the local government's age, gender and diversity (AGD) approaches; the second good practice comes from Georgia and examined the UN Association of Georgia's (UNAG) experience in listening to refugees in the planning stages that led to the building of a community centre.

In Finland, UNHCR has strengthened the Government's participatory and AGD approaches, emphasising their need to involve refugees in the decision-making processes behind policy-making. The effort began with a study on the AGD approaches in use at the time. To carry out the assessment, UNHCR Finland approached 28 refugee women that had participated in UNHCR's Regional Dialogue with Women and Girls, held in Finland in May 2011.⁴ All of the women expressed that municipalities needed to be better at listening to refugees. Meanwhile, the authorities felt that they had a truly participatory process. In practice, this was not the case. For example, women, elderly migrants and migrant organisations were asked to join the Future of Migration 2020 Strategy consultations. However, for truly meaningful participation, refugees should have been involved in setting the agenda and in describing their needs. After obtaining the results from the study, UNHCR Finland developed a checklist of indicators for good practices in AGD approaches.⁵ It was a challenge to address participation and AGD together as they are separate issues. Sometimes participation was good but not the AGD component and vice versa. UNHCR Finland also pointed out an important detail that is often forgotten: refugee participation may come at a cost. To ensure a truly inclusive process, arrangements may need to be made for interpreters to be present at meetings, for child care to be provided or for transportation costs to be covered. With the results of the study and the Government's commitment to applying the approaches, streamlining AGD approaches into local practices seems promising in Finland.

The UN Association of Georgia (UNAG) carried out a qualitative study to identify the needs of refugees before building a community centre. UNAG looked into the living experiences of refugees, their daily routine and barriers in that routine. The

⁴ The report on the Regional Dialogue, available at: <http://www.refworld.org/docid/4ec4aa3f2.html>

⁵ The checklist can be found in the report "Speaking for Ourselves: Hearing Refugee Voices. A Journey Towards Empowerment", available at: <http://www.refworld.org/docid/537afd9e4.html>.

Building Communities of Practice for Urban Refugees – UNHCR's Policy Development and Evaluation Service

Association also drew upon the experiences of refugees of different ages, genders and nationalities, and from the input of separate group discussions with women, men and youth. Originally 50 refugees were invited to participate but more became engaged in the consultations; the refugee community was hungry for information. Those who participated were asked to share the needs they had in addition to basic, humanitarian assistance. Every focus group expressed a want for language courses and courses to build different skills. One refugee woman said, “I want a space where I can talk to someone that has similar problems to me or just chat”. The community centre is in its nascent stages but UNAG is off to a good start by including refugees and modelling the centre’s services to fulfill their needs.

The two examples from Finland and Georgia raised some important points centred on the notion that refugees should not only be given the opportunity to speak for themselves but should also be heard by UNHCR, government authorities etc. Refugee participation often comes at a cost that UNHCR and its partners must factor in if they want refugee inputs to be truly representative. To ensure that consultations remain sensitive to refugees of different ages, genders and backgrounds, AGD approaches need to be assessed periodically. It is also critical that refugees be involved in decision-making processes to set the policies that affect them and to ensure that their needs are met.

COMMUNITY CENTRES – The go-to place to access services and obtain information

- 1. Community centres can be useful venues for governments to provide services to large refugee populations and serve as a base for outreach activities.*
- 2. Peri-urban areas should not be ignored as refugees often reside in these areas, where costs are lower but infrastructure may not be as developed as in urban centres.*
- 3. Technology can be a useful tool in tracking service provision.*

The following section examines the two examples from Turkey that were presented as part of the Communities Centres Panel.

The Ministry of Family and Social Policies of the Government of Turkey provides social assistance at local community centres across the country. Social programmes for the needy, for both Turkish citizens and foreigners, are guaranteed by Turkey's Social and Solidarity Support Fund Law (3294). The Ministry operates in the one thousand local Social Assistance and Solidarity Foundations that have been founded in the provinces and sub-provinces of Turkey. At these centres, or Foundations, refugees can access cash and in-kind assistance for food, shelter and heating needs. Near the border with Syria, Arabic-speaking staff have been hired to meet refugee and asylum-seekers' language needs. Still, access to social assistance is dependent on refugees' registration status. To remedy this, local Foundations and policy departments started working together to facilitate the registration process. To ensure that it has the necessary funds to continue offering its social programmes, the Ministry is improving its targeting based on objective criteria by working together with other ministries, especially the Ministry of Interior's Directorate General of Migration Management (DGMM). In addition, the Ministry has increase capacity to attend to special needs: areas with high populations of children saw an increase in education projects; for elders, the Ministry offers soup-kitchen services. The Ministry uses the Integration Social Assistance Services Information System (ISASIS), a web-based database used by all Foundations, to track service provision. It is now working to merge the DGMM database with its own to be able to distinguish between refugees and asylum-seekers in the future. The merge should improve the Ministry's planning and targeting efforts.

In the city of Şanlıurfa, the Turkish Red Crescent (TRC) is working to reach the thousands of Syrian refugees and asylum-seekers residing in the city and its surrounding areas. TRC's focus is on creating child-friendly spaces and on outreach activities. Through its community centre, TRC has reached 600 children thus far, encouraging their parents to register them in school. At nearby schools, TRC also carries out child-friendly activities. These activities have helped TRC reach 1,000 new children in two months. The activities were formulated after conducting a needs assessment in which TRC spoke to the children, their Syrian teachers and the Turkish school authorities. Since engaging the teachers, many of them have become volunteers at the centre too.

By way of its peri-urban programme, TRC's mobile outreach team organises meetings with the local community and home visits. Thanks to a cooperative agreement with the Ministry of National Education, TRC is now able to obtain appointments for registration for asylum-seekers. This saves asylum-seekers the costly trip to the city centre. TRC also organises transportation for asylum-seekers into the city centre.

So far TRC has reached 128 Syrians in four villages through this outreach initiative. TRC provides them with service maps to facilitate their access to services. Wherever possible, TRC tries to include host community members, calling on them to volunteer, to organize events and meetings and, in the future, to partake in training programmes.

The two Turkish community centre examples both confirmed and challenged accepted assumptions. Community centres can be useful spaces for governments to reach and provide services to refugees and asylum-seekers. They are also useful as home bases for outreach activities. However, focusing on the refugees and asylum-seekers residing in urban areas leads to the exclusion of those settling in peri-urban areas. Oftentimes, peri-urban areas are more attractive to refugees and asylum-seekers because of the lower costs of living. However, infrastructure may not be as developed and services may not be as accessible in these areas. Outreach activities take on new significance in these areas. Finally, the Ministry of Family and Social Policies' use of technology in tracking its service provision and beneficiaries also sets a good example for any organisation looking to track large-scale service provision efforts.

PSYCHOSOCIAL SUPPORT FOR TRAUMA SURVIVORS – Trauma’s intrusive effects can be counteracted with sustained, mindful interventions

1. *Service providers need to be conscious of the effects that trauma can have on individuals (mental, physical, etc.) and work to help that person heal, not worsen their trauma.*
2. *Having well-trained, empathetic interpreters to assist in therapeutic sessions is key.*
3. *Providing psychosocial support to service providers, e.g. police officials and humanitarian workers, is as important as providing it to refugees.*

A representative from the Cordelia Foundation for the Rehabilitation of Torture Victims delivered a special presentation on trauma in the refugee context and Cordelia’s role in treating refugee trauma survivors in Hungary.

The Cordelia Foundation began treating trauma survivors and those who work directly with them, such as police officials and humanitarian workers, in 1993, following the Balkan crisis. Cordelia psychologists adapt their methods based on their client, e.g. not shaking hands if culturally inappropriate. Their therapies can be verbal, non-verbal⁶ and specifically tailored to individuals, couples, families, mother and child or larger groups. When carrying out their therapies, Cordelia staff apply one of two approaches, either the stay or the go model. The stay model involves setting up trauma centres in refugee shelters. Through this approach, refugees are given appointments and the consultation is carried out in their mother tongue with the help of an interpreter. Having well-trained empathetic interpreters that are familiar with psychological treatment approaches is key. Through the go model, mobile teams travel to refugee shelters and work for five days every two weeks from 8am to 8pm. Cordelia views therapeutic spaces as the first secure place in the host country fit for healing, making their work all the more important.

Cordelia has had as many as 1,000 applicants in the last year, one third of whom are survivors of torture; the rest have suffered other forms of inhumane treatment and severe traumas. Cordelia also hosts regular trainings and supervises service providers dealing with refugees. The aim is to prevent vicarious trauma⁷ and increase service providers’ psychological awareness, which helps them better understand refugees. Understanding trauma is important in attending to refugee and asylum-seekers’ needs since:

“Trauma has an intrusive nature; it overrides the person’s capacity to adapt and cope and changes the person’s relationship toward himself and towards others based on dissociation. Trauma attacks the seed (the central part) of the personality, making them unable to carry on daily life”.

The main consequence of trauma is Post Traumatic Stress Disorder (PTSD). As explained during the presentation, PTSD affects an individual’s memory, mood and other cognitive functions. Individuals suffering from PTSD may show symptoms of

⁶ The Cordelia Foundation has developed methods for refugees using tools of gesture therapy, symbolic objects moving elements or artistic tools to get refugees through group therapeutic sessions.

⁷ “Vicarious trauma is the emotional residue of exposure that counselors have from working with people as they are hearing their trauma stories and become witnesses to the pain, fear, and terror that trauma survivors have endured”. (Source: <https://www.counseling.org/docs/trauma-disaster/fact-sheet-9---vicarious-trauma.pdf?sfvrsn=2>)

psychosis, which are very similar to that of PTSD. Therefore, it is important for a trained psychologist to make the distinction. Through MRI scans, it has been proven that trauma causes biological changes in the brain. Certain parts of the brain lose volume and only regain their original volume after therapy and medication. The Cordelia Foundation underlined the need for service providers to be mindful of these effects, which may make recollecting traumatic events to establish credibility or learning a new language a challenge.

Some key takeaways emerged during the presentation on Cordelia's programmes for treating refugee trauma survivors. For one, service providers should be aware of the pervasive effects trauma can have on refugees' general well-being and should be mindful enough to avoid producing more trauma. When providing therapy sessions, it is imperative that interpreters be well-trained in psychosocial principles. They should reflect empathy in the manner in which they communicate the therapist's words. Finally, the humanitarian workers and police officials who assist refugees may also have a need for psychological support.

MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT (MHPSS) – Psychosocial are necessary and should be more prominent in interventions

1. *Interpreters should be well-trained to convey the therapist's points in a culturally-acceptable manner. During face-to-face sessions, refugees should always be assigned the same interpreter to help build trust.*
2. *UNHCR and partners should work alongside governments and support them as much as possible to provide psychosocial support to refugees and asylum-seekers.*
3. *Groups with therapeutic effects and not therapy groups should be prioritized to allow refugees to talk to others who understand what they are going through.*

The Mental Health and Psychosocial Support Panel featured one example from Turkey and two from Belgium.

Registered asylum-seekers have access to national services in Turkey, including psychosocial support. Yet, to meet the needs of the most vulnerable and those waiting to be registered, UNHCR began a special initiative to ensure their access to medical facilities in Ankara. By establishing a frame agreement (FA) with the Digital Saglik Hizmetleri-Canyaka Polyclinic, asylum-seekers are provided general medical services, psychiatric counselling and counselling for persons with sexually transmitted infections (STIs) free of charge. Protection cases are referred to the clinic and mostly include survivors of SGBV and torture (including LGBTI persons), unaccompanied and separated children, single women at risk and individuals with serious mental conditions. Under the FA, refugees and asylum-seekers are able to receive medical attention without delay. The services are available 24 hours a day in both Farsi and Arabic. Due to the increasing number of arrivals and higher demand, UNHCR Turkey has recently established an appointment system. For those who speak languages other than Farsi or Arabic, UNHCR also arranges for interpreters to attend the consultations ahead of time.

The Ulysse Mental Health Service (*Service de Santé Mentale Ulysse*) works primarily with asylum-seekers and victims of torture in Belgium. Apart from their tailored and culturally-sensitive, face-to-face therapy sessions, Ulysse staff lead group activities to promote asylum-seekers' "resocialization", or reinsertion into society and daily life. For the *groupe journal*, or group newsletter, a group of asylum-seekers come together twice a month with two therapists to put together a newsletter. They decide on the content, the themes to be addressed in the articles as well as the poems and drawings to include. The groups are very diverse in terms of age, legal status, level of education and nationality but not as much as Ulysse staff would like because of language considerations. Ulysse welcomes individuals from 55 different countries who speak 28 different languages. The idea behind this non-directive approach⁸ is to create a space

⁸ "The notion of non-directivity is important to many therapists who are influenced by the work of Carl Rogers... [In the 1940s] the main therapies were based on the idea that the therapist is like a doctor who is able to offer expert advice to the patient. In contrast, Rogers proposed that people need to rely less on the judgements of others and instead turn inwards to themselves as the best expert on what

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where asylum-seekers can exchange experiences and support one another, restoring their sense of belonging to a community and overall positivity. It also helps to restore the ability to speak for some. Many lose the belief that they have a voice, especially victims of torture. The initiative came about when Ulysse staff realised that face-to-face therapy was not enough. However, Ulysse did not feel that group therapy sessions were the answer. Instead, it opted for collective activities, such as the group newsletter. Ulysse espouses “groups with therapeutic effects” rather than group therapeutic activities.

Also in Belgium, Fedasil established the My Future Project in September 2014. The project targets UAMs without a residence permit that have already or will soon turn 18 years old. Most of them choose to live clandestine lives or move on to another country. They are especially at risk of being recruited by criminal networks and, thus, it is more difficult for them to cope, leading to aggressive behavior. The project is based on three key principles. The first is to provide good and valuable information about what they can expect and which NGOs for undocumented persons they can contact in other European countries. Second, Fedasil makes customised professional training programmes possible through partnerships with two local schools. During the short-term modules, the adolescents are taught concrete skills that can be of use in other countries, e.g. first aid, bicycle repair, and are given a certificate upon completing the courses. Last, Fedasil promotes empowerment through individual coaching and group sessions. The programme is both voluntary and promotes a mental shift in the mind of the adolescents, in which they come to accept their situation. Fedasil prompts them to reflect on the concept of stone and water to emphasize how they should move forward. Should they go with the flow, like water, or be difficult, like a stone? Apart from these efforts, Fedasil continues to stress to authorities that even if the adolescents are living in Belgium clandestinely, they are still their responsibility.

In conclusion, a lot of learning surfaced during the discussion on providing mental health and psychosocial support for refugees. Interpreters should be trained to convey the information in the therapeutic exchanges in a culturally-acceptable manner. Also, the same interpreters should attend follow-up appointments with refugees to ensure continuity and build trust. As with the work that UNHCR Turkey is carrying out in Ankara, UNHCR and partners should support the Government in providing mental health and psychosocial support to refugees wherever possible. Lastly, sometimes refugees can be repelled by the term ‘therapeutic group’; however, by promoting group encounters and activities that have therapeutic effects, organisations can do a better job of engaging refugees and putting them on a path to healing.

to do. In short, he believed that people are their own best experts”. (Source: <https://www.psychologytoday.com/blog/what-doesnt-kill-us/201408/what-is-non-directive-therapy>)
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VOLUNTEERS – Volunteers help build stronger communities

- 1. Volunteering can provide a pathway to refugees' integration into social and other networks in their new communities.*
- 2. Refugees can be seen as assets to their communities when they volunteer.*
- 3. Building common experiences between refugees and host community members provides common ground for conversation and bonding.*

Two participants from Finland and Armenia shared their experiences with volunteers for the Volunteers Panel.

The Finnish Red Cross (FRC) saw refugees as resources and, using peer group leaders, recruited key figures from the refugee communities in Helsinki to volunteer. By becoming part of the FRC through its Volunteering in Refugee Work Project (VAPAA Project in Finnish), newly arrived refugees began to be seen as community members. They gained an invaluable amount of social capital, in the form of contacts and new networks in their neighbourhoods. For instance, some refugees gained internship opportunities through their contacts. Another group of Afghan youth, who had been trained as first aiders, is now officially listed in the municipality's disaster preparedness plan. The project coordinator was instrumental in this initiative's success, giving continuous support: she visits the project sites, trains, motivates and inspires constantly. Equally important is how FRC gets to know its volunteers, their aspirations, abilities and what inspires them. Ensuring that they have "larger than life experiences" through volunteering is critical in keeping them engaged. FRC underlined the importance of believing in refugee volunteers. Despite having limited language skills, they can still contribute to the local community. The local community shared this sentiment and began to see them as peers, not beneficiaries.

In Armenia, the KASA Swiss Humanitarian recruits Armenian host community volunteers to Adopt-A-Family. Volunteers participating in the Adopt-a-Family programme are matched to a Syrian refugee or other asylum-seeker family that has been in Armenia for less than three months. The volunteers help the families navigate the social service system and teach them about their new society. The link between the families and the volunteer is critical in helping newly arrived families expand their social network and integrate more easily into Armenia's social, legal and cultural life. By participating in the programme, families are better informed from an early stage and have a deeper understanding about their new host country. At the same time, the local community is mobilized, strengthened and expanded.

Refugee and asylum-seeker children with psychological trauma can also benefit from recreational activities and psychological counseling. In order to equip volunteers with the tools to answer difficult questions or solve any issues that may come up, the KASA Foundation leads a basic psychological training session for volunteers. To ensure that its programme is still useful and relevant, the Foundation carries out periodic evaluation meetings with the volunteers and the families. Inter-cultural sessions are a key component of the programme. Outings to important monuments or other iconic places in Armenia help volunteers and families build shared experiences. Currently,

the KASA Foundation manages about 90 active volunteers through the Adopt-A-Family programme.

The learning from these two panel presentations is three-fold: First, volunteering can provide a pathway to refugees' integration into the social life of their host country. Second, when refugees volunteer in their communities they begin to be viewed as contributors and true members of the community. Finally, volunteer programmes can offer a unique opportunity to foster interactions and shared experiences between refugees and host communities.

MENTORING PROGRAMMES – A little hand holding goes a long way

- 1. Through mentoring programmes, refugees can learn how to navigate their new society, which may be radically different from that of their country of origin.*
- 2. Mentors can help refugee mentees access employment more easily by sharing ‘insider’ information, being natives of the country.*
- 3. Ensuring that mentors remain engaged is critical to the success of any mentorship programme.*

The Mentoring Programmes panel featured two examples from Belgium and Germany.

In Germany, Save Me München (or, Save Me Munich) has begun a mentoring programme to help lessen the workload for overwhelmed social workers and other government staff in Munich. The Save Me Munich mentors are more akin to ‘companions’ who introduce refugees to life in Germany, social and other. Potential mentors undergo a series of four two-hour workshops where they are given information on what a refugee is and other issues. Throughout the workshops, the Save Me Munich staff gets to know the mentors and matches them to refugees based on their language skills, age and interests. Beyond the interactions during the workshops, Save Me Munich fosters personal relationships with the mentors, maintaining an open door policy and hosting informal exchanges, such as in local bars. As a result, mentors develop a stronger connection and commitment to the organisation and the mentorship programme. Many of them take the initiative to plan projects of their own, such as visits to the zoo, swimming pools, etc. Mentors are asked to sign a symbolic contract before beginning their long-term mentorship. They must also attend a first meeting with the refugee mentee, a Save Me Munich staff member and a social worker. For mentorships between host community members and UAMs, the social worker’s presence is required. The meeting is called to set the ground rules for the mentorship and define the mentor and mentee’s roles. Mentors are not social workers or psychologists but they should understand the importance of both their role and commitment.

DUO for a JOB’s mentoring programme in the greater Brussels region focuses on fostering intergenerational mentoring relationships between foreign youth, including refugees, aged 18 to 30, and Belgians over the age of fifty. DUO for a JOB saw the need for such a programme when it observed two trends. First, there is a high unemployment rate amongst youth and a significant unemployment gap between native and immigrant youth. Second, the activity rate for Belgians between the ages of 55 and 64 is one of the lowest in the European Union yet an overwhelming amount of those in this age group have a desire to volunteer. Mentors must pass through a four day training in which they learn about their role as mentors, intercultural relationships, job searching in Brussels, effective listening and guidance of immigrant and refugee youth. The matching for the ‘duos’ is done based on different criteria such as language, field of work but also personality and mutual interests. After being matched, the mentor supports the foreign mentee in his job search, meeting a few hours a week for six months. Within that time, a professional team at DUO for a JOB conducts follow-up sessions with the duos to offer personalised support.

DUO for a JOB also organises events that allow mentors to meet and exchange experiences. The mentoring programme is not just about the mentee’s job search; it is a source of mutual, interpersonal enrichment. The mentee benefits from the

professional experience and support of his mentor, from practicing the language, from learning more about the culture and by expanding his network. Meanwhile, the mentor benefits by engaging in a social project, remaining active, feeling useful, sharpening his social skills, learning more about youth and by also expanding his social networks. In the two years that DUO for a JOB's mentoring programme has been operational, 44 per cent of the mentees found work within six months, 31 per cent began an internship or training at the end of the programme and the remaining 25 per cent claimed that they felt better informed and more confident and independent. Of the participating mentors, 98 per cent start a new mentoring relationship and stay in contact with their previous mentees.

These two innovative mentoring programmes illustrate the importance of helping refugees navigate their new societies. Not only do mentors help refugees transition into the social life of their country but they can also be an important link to the labour market, given that they are from the host country and know the accepted practices for securing a job. A big part of any organisation's work in managing a mentoring programme is ensuring that the mentors remain engaged and committed. Their own commitment and initiative is critical to a successful programme.

SHELTER – Building a sense of home by helping refugees secure dignified housing

- 1. Before implementing a housing programme, UNHCR and partners should consider the positive and negative effects of injecting large amounts of capital into underdeveloped areas.*
- 2. Cash grants can be useful in helping refugees to secure dignified housing options but work to secure tenancy rights should also be a priority.*
- 3. Including host communities in housing interventions for refugees can help ease tensions between refugees and host communities.*

The Shelter Panel featured two examples from Georgia and one from Austria. The first two focus on securing more permanent housing arrangements for refugees while the latter is based on fulfilling asylum-seekers' need for housing upon arrival through flat-share agreements.

The Danish Refugee Council (DRC) worked to renovate public housing in the region of Abkhazia in Georgia last year. Ten flats were renovated in total; this year an additional six were renovated for 40 families. The participating families also received a 10,000USD package. More importantly, tenancy rights were secured. Through an agreement with the local Government of Abkhazia, the renovated buildings are put under the state institution that secures them for 10 years, allowing refugees to live there without paying rent. The Syrian families identified for the project were ethnic Abkhazians and therefore not seen as refugees but rather repatriated Abkhazians. The project has restored a sense of ownership to the participating refugees. Many of them have since taken it upon themselves to make their own improvements to the flats. The flats are located in a peri-urban area about 20 kilometers from the city centre where public infrastructure is lacking. This comes with its own set of challenges but at least refugees have a secure home. To support the dilapidated neighbourhood in the area surrounding the renovated public housing, DRC and UNHCR began to build a new primary school that the host community could also benefit from. The school is not yet completed but the intervention is one step closer to building a livelier neighbourhood.

UNHCR began to give out conditional cash grants that are tied to the provision of accommodation in Georgia six years ago. After an assessment and various focus group discussions, UNHCR learned that the greatest obstacle to integration was housing. Many of the new arrivals who were then settling about two hours from the capital lived with host families, relatives or in collective centres. The participants felt that by having secure housing they could begin to focus on their children's education and the pursuit of sustainable livelihoods. It would increase their sense of belonging in the community. Thus, UNHCR worked with community based organisations representing the refugee community, local NGOs, host community members and the Government to find the most appropriate type of accommodation for the new arrivals, either through procurement, renovation, extension or by securing long-term rental agreements. One key aspect that made this project successful was UNHCR's commitment to making funds available for five years, going beyond the one year project cycle. Each family's case was discussed amongst a committee of all the participating organisations and SOPs were established. Originally the project was

focused on purchasing land and property. However, after experiencing the adverse effects of injecting large amounts of cash into a remote, underdeveloped area – which led to surges in housing prices – long-term rental agreements emerged as the optimal solution. The initiative's success was also dependent on UNHCR's periodic evaluations of the project and its ability to adjust the course of the project as necessary.

In Austria, Refugees Welcome provides housing for refugees and asylum-seekers in flat-share communities and family homes throughout Austria. Refugees Welcome in Austria is based on the German example and has been operational since January of this year. To make the arrangements, Refugees Welcome staff begin by registering refugees and asylum-seekers and getting to know them, obtaining information on the languages they speak, their occupation, interests and experiences and any reservations they may have regarding age or gender. Using its website or partner NGOs to find a suitable family, Refugees Welcome matches refugees or asylum-seekers with an Austrian family and arranges a first meeting to introduce them to one another. At this meeting, a Refugees Welcome staff member explains the concept of a flat-share, answers any questions and works out any misunderstandings that arise.

The Refugees Welcome team mostly consists of students. The coordinator for a particular area meets weekly with the flat-share volunteers. In addition, registered refugees and asylum-seekers are assigned a Refugees Welcome staff member who can answer their questions from day one. That person briefs them on legislation, leasing contracts, etc. Refugees Welcome also provides a sheet with information on asylum rights, the general asylum process with steps and frequently asked questions (FAQs). It takes around 10-15 hours to make an arrangement. However, volunteers work a maximum of five hours per week. This means that arrangements need to be coordinated amongst various volunteers. To further refine the matching process, Refugees Welcome hopes to be able to employ staff in the future. Thus far, Refugees Welcome has made 76 arrangements in Austria.

In conclusion, housing programmes in Europe can go beyond the default tent in a camp configuration. However, it is critical that organisations consider the consequences of injecting large amounts of capital into otherwise underdeveloped areas, as was seen in Georgia. In addition, conditional cash grants can be useful in helping refugees to secure better housing. Still, organisations should strive to help refugees to also secure tenancy rights. Finally, including host communities in housing interventions is key. Their inclusion can take one of two forms: they can either benefit from interventions for refugees or be recruited as volunteers in a flat-share or hosting arrangement.

LEGAL AID – Legal aid work does not start and end in the courtroom

- 1. Host communities have a need, equal to that of refugees, for accurate information on laws and asylum procedures.*
- 2. It is important to periodically re-examine legal aid mechanisms and involve multiple stakeholders in the consultations to update those mechanisms.*
- 3. The presence of legal advocates at border areas is critical in ensuring that refugees have access to their due rights.*

The Legal Aid Panel focused on three diverse examples from Serbia, Hungary and Belgium.

The Humanitarian Centre for Integration and Tolerance (HCIT) in Serbia works to protect readmitted asylum-seekers at the border with Hungary. Readmission in Serbia occurs in one location. At these centres, HCIT's focus is to provide information about the asylum procedure in Serbia, asylum-seekers' rights and obligations and to also answer asylum-seekers' questions. To carry out this activity, HCIT leads group counselling sessions, passes out asylum leaflets in several languages and sets up individual consultations as needed. Initially, the Ministry of Interior was reluctant to work with HCIT. Yet, after various meetings in which they explained that they wanted access to be able to protect refugees, not to report police activities, both began working together. HCIT is currently the only organisation that provides legal assistance to asylum-seekers at the border. In doing so, HCIT works to change the perceptions of police who believe that returnees are all irregular migrants because failed to seek international protection in Serbia upon arrival. HCIT's work is all the more important because border monitoring is not mandatory in Serbia and is still dependent on the Ministry's permission. In addition, HCIT fights misinformation passed on to refugees by smugglers. Through its work, HCIT has been able to intervene in several cases in which refugees and migrants who were readmitted for the purpose of family reunification were persecuted. HCIT's perseverance has been a decisive factor in the expansion of the protection space at this border area. HCIT hopes that with time conditions will improve, particularly once an endorsement is made at the level of the Republic.

The Hungarian Helsinki Committee (HHC), in turn, works with asylum-seekers in camps and jails and helps refugees with family reunification through its work in camps and its offices in Hungary. However, HHC's presentation focused on a novel practice. In Szeged, a city close to the Serbian border, volunteers have begun to provide all sorts of services and care to refugees in the place of the state. However, volunteers are not legal experts and are not familiar with the asylum procedure or what is considered legal or illegal. To fill the knowledge gap,⁹ HHC began organizing information sessions for the volunteer leaders. In addition, HHC created information leaflets in simplified, easy to understand language – for both volunteers and asylum-seekers – about their rights, medical care and other important information. HHC also

⁹ Volunteers had many questions such as: Is it a crime if I give food to asylum-seekers? Can I drive them to the camp or to Austria? Can I house them?

began leading residential forums to explain to Hungarians why there were suddenly hundreds of people in their squares. To answer any questions, HHC staff made themselves available beyond business hours. Through this sustained support, HHC established a strong relationship based on trust with the volunteers. In turn, the provision of information has taken on a reciprocal nature: the volunteers provide HHC information on the police and state train company's treatment of asylum-seekers, to give one example. Together, HHC and local volunteers work to ensure that asylum-seekers' rights are respected and that they are welcome in Hungary.

In Belgium, UNHCR is working to assess and contribute to the development of the state legal aid system. Free legal aid services are provided to asylum-seekers that lack the means to pay for a lawyer. However, these services are not of top-notch quality. Procedures are also complex; missing one pleading can jeopardize the case's status. Despite having lawyers, asylum-seekers do not fully understand the process and feel very lost. UNHCR has spearheaded the process to reform the Belgian legal aid system with consultations with asylum-seekers. The next steps are three-fold: first, work with reception centres to inquire with their social assistants about the quality of legal aid and what they hear from asylum-seekers with regard to the bar associations; second, establish an agreement with the Belgian Bar Association to conduct a joint investigation on the lawyers' point of view, illuminating the difficulties in the 27 bar associations and what would be most helpful; and, third, have the private firm DLA Piper pilot a project on length of stay in detention centres to complete a mapping *pro bono*. The Catholic University of Leuven is also involved in the research for these three projected outputs. All of the participating organisations will create a working group to examine the conclusions of the three studies. Then they will establish a new code of conduct, training materials, a list of interpreters and lawyers that can be called by centre and set-up a system to report the malpractice of lawyers. Consultations in the beginning were crucial so as to secure key stakeholders' buy-in and explain that the aim was not to criticise the quality of the lawyers' work but to see how UNHCR can support them and improve the quality of legal services, searching for mutual interest.

The learning from these three good practices is substantial. From Hungary, it became clear how important it is for host communities to be informed and what a great need they have for accurate information, not unlike refugees. In Serbia, the critical work of lawyers at the border should be acknowledged, supported and replicated in countries where border monitoring is not compulsory. Finally, the recent events in the world of legal aid in Belgium illustrate how existing systems should be periodically re-examined by multiple stakeholders to address gaps and promote improvement.

LIVELIHOODS: INCOME GENERATION – Supporting refugees to find new niches requires a supportive approach

- 1. Providing refugees with grants and productive assets can help in establishing sustainable livelihoods, market conditions permitting.*
- 2. Expectation management is important in livelihoods programming, due to cultural differences and other constraints that refugees may be unaware of but could limit their success.*
- 3. Coaching and monitoring are key components of any livelihood intervention; providing materials and training is just the first step.*

The first livelihoods panel, focused on income generation projects, featured two examples from Georgia and Armenia.

In Georgia, the Danish Refugee Council (DRC) provides grants to refugee entrepreneurs. The majority of the grants, usually of 4,000USD, are given to Syrian refugees who meet certain base criteria: they must have a connection to the community, a minimum of financial capital, some social capital and language capabilities. To obtain a grant, refugees must first undergo an ‘entrepreneurship capacity assessment’ that asks 30 questions testing their basic skills and understanding of their product, the market in Georgia, their capacity to manage and maintain assets, etc. Refugees must then pass seven modules of basic training in business management and administration. Finally, refugees are asked to submit a detailed business plan and describe where they think their grant will have the most impact, such as in access to markets, creation of jobs or sales and profitability. While many Syrian refugees are from upper and middle class backgrounds, with good experience in entrepreneurship and skilled professions, their vision is often not aligned with the reality as they do not fully understand the Georgian market when they first approach DRC. Through this assessment and capacitation process, DRC helps manage refugees’ expectations and set them on the right path to gainful self-employment.

In the first round of the programme, 24 business projects were supported, mainly in the service and manufacturing sectors, and now an additional ten have been supported. Refugee businesses are generally thriving; DRC ascribes these successes to the step-by-step, tailor-made approach. DRC also supports refugees who don’t have the money to rent a commercial space; it built 11 commercial premises of an average of 60 square meters for refugees to use free of charge.

In neighbouring Armenia, UNHCR also provides support to refugees for income generation projects that promote sustainable livelihoods. UNHCR’s partner, the Armenian Red Cross Society, gives refugees with specialised skills starter ‘toolkits’ with the physical materials they need to launch their enterprises. The selection process is rigorous: first, refugees must fill out an application form and undergo an interview with a four-person panel comprised of staff from the Red Cross, UNHCR, the state employment agency and a local partner organisation. During the interviews the panel decides whether or not the business plan is feasible and offers guidance and support. Those who are selected for the project work with the Red Cross and UNHCR to order the specific materials they need. Because the items are purchased through a bulk procurement process, all the products are under a warranty. This is useful in the event that something breaks or needs to be returned. After this point, the Red Cross and UNHCR provide coaching and monitoring for up to one or even two years. UNHCR

sees the coaching and monitoring as the backbone of the programme because oftentimes the barriers are not based on refugees' skills but on cultural differences that they need to learn. UNHCR and the Red Cross have reached refugees in both urban and rural areas of Armenia. Toolkit recipients are also eligible to apply later on for microcredit to expand their enterprises.

Income generation initiatives are not as simple as providing money or materials to refugees as these two examples have shown. Providing grants and productive assets can help refugee establish livelihoods, market conditions permitting, but coaching and monitoring are equally important components in any livelihood intervention. Expectation management is a key component, since refugees may overestimate their ability to thrive in a new environment with limited information on market dynamics and cultural differences.

LIVELIHOODS: JOB PLACEMENT – Using trial working arrangements and trainings to promote sustainable employment for refugees

- 1. Engaging employers in refugee trainings can lead to employers recruiting more refugees.*
- 2. UNHCR and partners can help refugees find employment more quickly by incentivizing employers to hire refugees.*
- 3. Internships and apprenticeship programmes, with partly subsidized remuneration programmes, can help companies increase productivity and open the door for sustainable employment for refugees.*
- 4. Fomenting strong alliances with national employment offices can help refugees find employment more easily and quickly.*

The Livelihoods Panel focused on job placement initiatives comprised three examples from Armenia, Georgia and Serbia.

In Armenia, recognised refugees (in the case of Syrians recognition is at almost 100 per cent) have the same rights as Armenian nationals. To ensure they are able to enjoy these rights, in particular the right to access employment, the UNHCR Representative in Armenia engaged labour market institutions, employment unions and other organisations. Since these initial consultations took place, a mechanism has been set up to facilitate refugees' access to employment. First, refugees register with the state employment agency. Through the state employment agency's skills database, employers can find refugee job seekers and vice versa. The agency also provides vocational training. For example, refugees can enroll in an office management training offered. When recruited, refugees are offered half paid internships, subsidized by the state (60 per cent) and UNHCR (40 per cent) for the first six months. After six months, the contract becomes permanent and refugees are considered official employees. Recently, UNHCR established an agreement with UNDP and the Armenian Missionary Association of America (AMAA) – the core funder for the project, contributing 30,000USD – and thus the AMAA will subsequently implement the project. Refugees also benefit from a state safety net: even if they do not secure a job, they have access to unemployment benefits.

The Danish Refugee Council (DRC) in Georgia has developed a partnership with eight companies, or partner enterprises (PEs), to promote refugees' job placement in the country. The initiative was formulated using DRC's years of experience in the Balkans with the Roma community. DRC conducted an early needs assessment amongst Syrian refugees and identified a need for the programme. Before establishing partnerships with the PEs, DRC conducted business appraisals to find out which companies had a desire to expand. To help promote the recruitment of refugees, DRC subsidises their salaries over a period of 16 months by providing the companies with grants of a fixed amount equivalent to the number of staff they would employ. The recruitment of refugees also becomes an incentive for employers as it increases their production capacity, access to new markets and allows for the company to subsidise vocational training until refugees are considered full employees. PEs are also provided with productive assets to create a good return on investment and to ideally sustain employment. Although the project did not start off as planned, with DRC failing to meet the target of 30 refugees, DRC has now engaged 35 refugees in the programme. In addition, the amount that is subsidized has been brought down from 60 to 25 per cent, as per the agreement with PEs. PEs pay the remainder and, in some cases, refugees have even received raises. Refugees fear that they will not be kept on after the work

placement scheme ends. This is dependent on the market dynamics. However, DRC emphasises that even if they are not retained, they will have had the opportunity to build their CVs, develop their language skills, etc. Inclusion in this scheme reduces refugees' dependence on state allowances, cash assistance and remittances.

From 2001 until 2012, UNHCR Serbia worked to promote job placements for refugees, mostly from the Former Yugoslavia, through a vocational training programme. More than 5,500 trainees have completed the various courses provided by UNHCR and its partners in Serbia, Micro Development Fund and MicroFinS. UNHCR also worked closely with the national employment office. Apprenticeship is at the core of the vocational training programme. For refugees with low education levels, training helped to make them more competitive in the Serbian job market. The sole entry requirement for the programme was having at least a primary level education. The training schedule was flexible and organised in small groups. Trainers often provided refugees with recommendation letters upon completing their courses and all refugees received a certificate of completion. While it is not recognised as an official certification, it does ascribe some authenticity to the training. Oftentimes, the trainers, business leaders in Serbia, employed refugees following the trainings. To make sure that even the poorest refugees could participate in the trainings, UNHCR covered the trainees' travel expenses. For those who wanted to become self-employed, UNHCR provided those with the most promise with the equipment they needed to start up their enterprises.

In conclusion, job placement programmes can take many forms but certain features make for successful interventions. For one, employers should be engaged in refugee trainings. As in Serbia, including employers can lead to employment opportunities for some refugees. In addition, UNHCR and partners can create incentives for employers to hire more refugees as was done in Georgia and Armenia through subsidies and the provision of productive assets. Apprenticeships and internships can help open the door for refugees to find long-term employment and can, in turn, help employers promote productivity. Lastly, UNHCR and partners should engage national employment agencies, since their input can be instrumental in helping refugees secure employment.

URBAN REFUGEE PLATFORMS – Using the internet to strengthen global communities

- 1. Online tools can be useful in sharing information and good practices across continents.*
- 2. Building a community is critical to sustaining online engagement and action.*

The Urban Refugee Platforms Panel featured two presentations from MaryBeth Morand, Senior Policy and Evaluation Officer in UNHCR's Policy Development and Evaluation Service (PDES), on urbangoodpractices.org and Sonia Ben Ali, Founding Director of UrbanRefugees.org, on her online community-building platform.

Urbangoodpractices.org is a repository of good practices in urban programming for practitioners. Approximately 140 good practices have been published on the website since its inception, with more being published periodically. Visitors can also find relevant tools and guidance, research and evaluations, and mixed media such as videos related to urban refugees on the website. Users can search the website's contents through the general search bar or by specific region, countries, sectors or organisations. Practitioners are encouraged to submit their good practices using the blue 'Contribute' button on the website's home page.

UrbanRefugees.org is a sister online platform of urbangoodpractices.org. UrbanRefugees.org is a hub for information, support and connections that is open to academics, journalists, NGOs and community based organisations (CBOs) worldwide. Information on urban refugee issues can be found on its Debate Forum and Resources Center. Connections and joint advocacy efforts are fostered through active conversations on social media platforms, such as Twitter. Support is provided to any individual, urban refugee community or self-help group that approaches UrbanRefugees.org. Project management and fundraising tools are made available as well as online courses and other resources.¹⁰ The latter part of the presentation focused on building a community. When establishing a community, bringing together people with a shared passion should be at the core of targeting activities.

All in all, online tools can be useful and complementary to community-building efforts on the ground to better serve and protect refugees. In particular, they are useful information sharing platforms, allowing individuals across continents to connect and share good practices. For any online urban refugee platform to be sustainable, it must have a strong link to a vibrant, dynamic community that is active and engaged in the exchange.

¹⁰ www.urban-refugees.org/tool-box

ANNEX 1
**The Building Communities of Practice for Urban Refugees Workshop in
 Budapest, Hungary Agenda**

Wednesday 9 September	
9:00- 9:20	Facilitator Welcome
9:20- 9:45	Participant Introductions
9:45- 11:00	<p><u>Host Panel</u></p> <p>1. Montserrat Feixas Vihé, UNHCR Representative for Hungary 2. Sarah Cross, Urban Policy Lead, BPRM/USA 3. Ewen Macleod, Head of UNHCR's Policy Development and Evaluation Service (PDES), UNHCR Geneva</p>
11:00- 11:20	<i>COFFEE BREAK</i>
11:20- 12:30	<p><u>Government Coordination</u></p> <p>1. Aneta Piatek (UNHCR GEORGIA) - Co-Ensuring High Standards 2. Selen Alif Ay (UNHCR TURKEY) - A Refugee Coordination Commission 3. Irine Hakobyan (GOVERNMENT OF ARMENIA) - Implementing Partner Staff Exchanges 4. Yusuf Buyuk and Selman Isik (GOVERNMENT OF TURKEY) - Removing Administrative Barriers to Education</p>
12:30- 13:30	<i>LUNCH</i>
13:30- 14:30	<p><u>Public Awareness Campaigns</u></p> <p>Anna Buellesbach (UNHCR GERMANY) and Keli Kpedzroku (REFUGEE ADVOCATE) - Participatory Film Project</p>
14:30- 15:00	<i>COFFEE BREAK</i>
15:00- 16:00	<p><u>Reception Centres</u></p> <p>1. Isabelle Plumet (FEDASIL, BELGIUM) - The Reception of Unaccompanied Minors 2. İbrahim Vurgun Kavlak (ASAM, TURKEY) - Multi-Service Support Centres 3. Pavle Kilibarda (BELGRADE CENTER FOR HUMAN RIGHTS, SERBIA) - An Asylum Information Centre</p>
16:00- 16:30	Facilitator Closing

Thursday 10 September	
9:00- 9:20	Facilitator Opening and Participant Exercise
09:20- 10:10	<u>Including Refugees in Local Community Activities</u> András Kováts, Director, Menedék Association
10:10- 11:10	<u>Community Work Models</u> 1. Gisela Thäter (UNHCR SWEDEN) - Expanding on the AGDM Approach 2. Lasha Jugheli (UN ASSOCIATION GEORGIA) - Project Design for Integration
11:10- 11:30	<i>COFFEE BREAK</i>
11:30- 12:10	<u>Community Centres</u> 1. Ayhan Banu Acun and Gamze Torun (GOVERNMENT OF TURKEY) - Social Assistance Provision at Community Centres 2. Volkan Pirinççi (TURKISH RED CRESCENT) - The Sanliurfa Community Centre's Outreach Activities
12:10- 13:10	<i>LUNCH</i>
13:10- 14:00	<u>Psychosocial Support for Trauma Survivors</u> Lilla Hárdi, Director, Cordelia Foundation
14:00- 15:00	<u>Mental Health and Psychosocial Support (MHPSS)</u> 1. Margarita Vargas Angulo (UNHCR TURKEY) - Framework for MHPSS Services 2. Alain Vanoeteren (ULYSSE, BELGIUM) - MHPSS Group Journal 3. Isabelle Plumet (FEDASIL, BELGIUM) - "My Future" Project
15:00- 15:30	<i>COFFEE BREAK</i>
15:30- 16:10	<u>Volunteers</u> 1. Emilia Fagerlund (FINNISH RED CROSS) - VAPAA: The Volunteering in Refugee Work Project 2. Marine Tunyan (KASA FOUNDATION, ARMENIA) - "Adopt-a-Family" Initiative
16:10- 16:50	<u>Mentoring Programmes</u> 1. Katharina El Masri (SAVE ME MUNICH, GERMANY) - Mentoring New Arrivals 2. Anne de Smet (DUO FOR A JOB, BELGIUM) - Intergenerational Mentoring for Refugees
16:30- 17:00	Facilitator Closing

Friday 11 September	
9:00- 9:20	Facilitator Opening and Participant Exercise
9:20- 10:20	<p><u>Shelter</u></p> <ol style="list-style-type: none"> 1. Vincent Dontot (DRC GEORGIA) - Renovation of Public Housing 2. Anne-Kirsten Garbe (UNHCR GEORGIA) - Grants for Housing 3. David Zistl (REFUGEES WELCOME, AUSTRIA) - Hosting Refugees in Private Homes
10:20- 11:10	<p><u>Magdas Hotel</u></p> <p>Gabriela Sonnleitner, Communications Director, Caritas Austria</p>
11:10- 11:30	<i>COFFEE BREAK</i>
11:30- 12:30	<p><u>Legal Aid</u></p> <ol style="list-style-type: none"> 1. Ivana Vukasevic (HCIT, SERBIA) - Legal Assistance 2. Zoltán Somogyvári (HUNGARIAN HELSINKI COMMITTEE) - Legal Aid 3. Véronique de Ryckere (UNHCR BELGIUM) - Legal Aid
12:30- 13:30	<i>LUNCH</i>
13:30- 14:10	<p><u>Livelihoods: Income Generation</u></p> <ol style="list-style-type: none"> 1. Nver Sargsyan (UNHCR ARMENIA) - Income Generation Projects 2. Vincent Dontot (DRC GEORGIA) - Grants for Refugee Entrepreneurs
14:10- 15:25	<p><u>Livelihoods: Job Placement</u></p> <ol style="list-style-type: none"> 1. Vincent Dontot (DRC GEORGIA) - Work Placement Through Partner Enterprises (PEs) 2. Milos Terzan (UNHCR SERBIA) - Vocational Training and Placement 3. Nver Sargsyan (UNHCR ARMENIA) - Job Placement Initiative
15:25- 15:45	<i>COFFEE BREAK</i>
15:45- 16:10	<p><u>Urban Refugee Platforms</u></p> <ol style="list-style-type: none"> 1. MaryBeth Morand (UNHCR GENEVA) - Urbangoodpractices.org 2. Sonia Ben Ali (UR.ORG FRANCE) - UrbanRefugees.org
16:10- 16:40	Facilitator Closing

ANNEX 2
**The *Building Communities of Practice for Urban Refugees* Workshop in
 Budapest, Hungary Participant List**

I. UNHCR STAFF				
	Participant Name	Title	Country	Email
1	Véronique de Ryckere	Legal Officer	Belgium	ryckere@unhcr.org
2	Anna Buellesbach	Head of Sub-Office (Nuremberg)	Germany	buellesb@unhcr.org
3	Milos Terzan	Programme Officer	Serbia	terzan@unhcr.org
4	Anne-Kirsten Garbe	Senior Regional Programme Officer	Georgia	garbe@unhcr.org
5	Aneta Piatek	Associate Protection Officer	Georgia	piatek@unhcr.org
6	Nver Sargsyan	Senior Programme Associate	Armenia	sargsynv@unhcr.org
7	Gisela Thäter	Senior Regional Legal Officer	Sweden	thater@unhcr.org
8	Margarita Vargas Angulo	Assistant Representative (Programme and Supply)	Turkey	vargasm@unhcr.org
9	Selen Elif Ay	Head of Office (FO Istanbul)	Turkey	ayselen@unhcr.org
10	Ahmad Ghanizadeh	Regional Integration Officer	Switzerland	ghanizaa@unhcr.org
11	Montserrat Feixas Vihé	Representative	Hungary	feixas@unhcr.org

II. REGIONAL PARTNERS				
	Participant Name	Title	Organization	Email
1	Isabelle Plumat	UNAM Coordinator	Agence Fédérale pour l'Accueil des Réfugiés (Fedasil), Belgium	isabelle.plumat@fedasil.be
2	Alain Vanoeteren	Director	Service de Santé Mentale Ulysse, Belgium	ulyse@ulyse-ssm.be ; coordination@ulyse-ssm.be
3	Anne de Smet	Communications Associate	Duo for a Job, Belgium	adesmet@duoforajob.be
4	Katharina El Masri	Director	Save Me Munich, Germany	kampagne@save-me- muenchen.de
5	Keli Kpedzroku	Refugee Advocate		benkeli@yahoo.com

6	David Zistl	Director	Refugees Welcome, Austria	david.zistl@vielmehr.at
7	Gabriela Sonnleitner	CEO	Magdas Social Business Group	gabriela.sonnleitner@magdas.at
8	Pavle Kilibarda	Researcher	Belgrade Centre for Human Rights, Serbia	pavle@bgcentar.org.rs
9	Ivana Vukasevic	Legal Advisor	Humanitarian Centre for Integration and Tolerance (HCIT), Serbia	ivanavukasevic@neobee.net
10	Vincent Dontot	Project Manager	Danish Refugee Council (DRC) Georgia	vincent.dontot@drc.dk
11	Lasha Jugheli	Executive Director	UN Association of Georgia (UNAG)	lasha@una.ge
12	Irine Hakobyan	Head of Integration Unit	State Migration Service of the Ministry of Territorial Administration and Emergency Situations, Government of the Republic of Armenia	ihakobyan.sms@mta.gov.am
13	Marine Tunyan	Project Coordinator	KASA Foundation, Armenia	marine.tunyan@kasa.am
14	Emilia Fagerlund	Planning Officer	Finnish Red Cross	emilia.fagerlund@redcross.fi
15	Gamze Torun	Social Policies Specialist	Ministry of Family and Social Policies, Government of Turkey	gamze.torun@aile.gov.tr
16	Ayhan Banu Acun	Social Policies Specialist	Ministry of Family and Social Policies, Government of Turkey	banu.acun@aile.gov.tr
17	Yusuf Buyuk	Deputy Undersecretary	Ministry of National Education, Government of Turkey	selman@meb.gov.tr

18	Selman Isik	Education Expert	Ministry of National Education, Government of Turkey	selman@meb.gov.tr
19	Ibrahim Vurgun Kavlak	General Coordinator	Association for Solidarity with Asylum Seekers and Migrants (ASAM), Turkey	ibrahimvurgunkavlak@sgdd-asam.org
20	Volkan Pirinççi	CC Project Manager	Turkish Red Crescent	volkan.pirincci@kizilay.org.tr
21	Zoltán Somogyvári	Legal Advisor, Refugee Programme	Hungarian Helsinki Committee	zoltan.somogyvari@helsinki.hu
22	Sonia Ben Ali	Founding Director	UrbanRefugees.org	sonia.benali@urban-refugees.org

III. SPECIAL PRESENTATIONS FROM HUNGARY

	Participant Name	Title	Organization	Email
1	András Kováts	Director	Menedék Association	andras.kovats@menedek.hu
2	Lilla Hárđi	Director	Cordelia Foundation	lilhardi@gmail.com

IV. BPRM/USA

	Participant Name	Title	Organization	Email
1	Sarah Cross	Urban Policy Lead	BPRM/USA	CrossS@state.gov
2	Jerry Kalarickal	Programme Officer (ECA Assistance Office)	BRPM/USA	KalarickalJG@state.gov

V. FACILITATORS AND COORDINATORS

	Participant Name	Title	Organization	Email
1	Ewen Macleod	Head of Policy Development and Evaluation Service (PDES)	UNHCR	macleod@unhcr.org
2	Jeffery Crisp	Research Associate, Refugee Studies Centre	University of Oxford	jefferycrisp@gmail.com
3	MaryBeth Morand	Senior Policy & Evaluation Officer	UNHCR	morand@unhcr.org
4	Annika Sjoberg	Senior Policy Officer	UNHCR	sjoberg@unhcr.org
5	Claudia Cruz Leo	Research Assistant	UNHCR	cruzleo@unhcr.org

ANNEX 3

The *Building Communities of Practice for Urban Refugees* Workshop in Budapest, Hungary Action Plans

Summary

In an effort to promote participant engagement after the *Building Communities of Practice for Urban Refugees* Workshop for the Europe region that took place in Budapest, Hungary from 9 to 11 September 2015, participants were asked to develop an “Action Plan” stating at least one specific activity they plan to implement to improve urban protection and programming in their duty stations.

The following pages list the Action Plans received from the participants, organized by country and organization, based on an Action Plan template provided (see below).

Urban Programming Action Plan

Participant Name:

Organization Name:

City:

What are you planning to do?	
How are you planning to do it?	
Who are you going to do it in partnership with?	
How will you monitor the activity and know if it had an impact?	

Action Plans

Armenia

UNHCR Armenia

1. What are you planning to do?

- Organise a info/experience sharing session for UNHCR Armenia and for partners
- Request partners to develop their own action as per urban refugee solutions thinking out of the box
- Establish network through keeping in touch with Budapest workshop organisers and participants in discussing specific projects / approaches
- Encourage all staff members /partners' (both implementing and operational) staff to take the online urban refugee course
- Share the course with other sister UN agencies focal points to build awareness (in the light of global urbanisation of population including PoCs)
- Request other ARM participants to discuss Budapest workshop outcomes at their respective organisations
- Consider PoC's civic participation (Finland example) in planning and programming 2016 projects.

2. How are you planning to do it?

- Organize a workshop in Armenia (preliminarily done)
- Follow-up with partners (done)
- Keep regular contacts with Budapest workshop participants and encourage ARM participants (Gov/NGO) to do so as well – keep ARM participants in copy
- Follow-up with colleagues/partners to take the urban refugee course online
- Participate in discussions which will take place at ARM partners' premises (State Migration Service and KASA Foundation)

3. Who are you going to do it in partnership with?

- Other participants (more actively with those from Armenia)
- Programme Unit colleagues
- UNVs
- UNHCR Interns
- UN sister agency focal points

4. How will you monitor the activity and know if it had an impact?

- Proactive feedback and active listening
- Partners' coordination meeting
- Regular contacts with other participants

- Sharing experiences on how the “new” ideas work and what are the challenges/solutions?
- Participate in partner’s discussions
- Request some feedback by the end of year on what they have done with their experience gained / lessons learned

KASA Swiss Humanitarian Foundation, Armenia

Activity #1

1. What are you planning to do?

KASA foundation is planning share “Adopt-a-Family” project details with other interested partners.

2. How are you planning to do it?

I have already shared with them informational package (hard copy) of the project and sent the soft copy for later amendments and adaptation towards their own needs. Upon availability I will organise a skype meeting. In case of more detailed info, I am open to find other options of sharing information.

3. Who are you going to do it in partnership with?

We are going to do it in partnership with Isabelle Plumet (FEDASIL, BELGIUM) and Katharina El Masri (SAVE ME MUNICH, GERMANY) as they were interested in it.

4. How will you monitor the activity and know if it had an impact?

Mutual emailing, skype meetings and/or telephone conversations can serve as methods of learning whether the project had an impact or not in their countries.

Activity #2

1. What are you planning to do?

I am planning to merge different ideas into one big project/activity which will include some components of good practice activities presented in Budapest. The new project/activity will be called “Join the community”.

2. How are you planning to do it?

We are going to connect diversified refugee youth leaders actual in Armenia (Syrian, Iraqi, Irani, Yezidi, African, Ukranian) from their own communities with other members of the community who have challenges in their integrational process.

Through this mentorship (coaching) it's our ambition to tailor a new integration process scheme.

By giving everyone a possibility to voice their demands and find solutions together will strengthen and empower the community and will prompt us to ideally map out the integrational path.

3. Who are you going to do it in partnership with?

Inspired by:

- "DUO for a JOB" activity by Anne de Smet (Belgium)
- The Volunteering in Refugee Work project by Emilia Fagerlund (FINNISH RED CROSS).

4. How will you monitor the activity and know if it had an impact?

I will start the initiative as soon as possible. As a pilot project it will last 3 months. In case of a good impact, in 2016 I will elaborate it for a longer period taking into account all the challenges and/or issues emerged (if any).

Belgium

DUO for a JOB

1. What are you planning to do?

- a) Write an opinion article about some of the insights of the workshop and link it to the work of DUO for a JOB & the actual context.
- b) Recruit new 'mentees' through community media and groups.
- c) Value our volunteer mentors & participating mentees even more by keeping them up to date about the organization.

2. How are you planning to do it?

- a) Propose exclusively the article to one of the major newspapers to publish.
- b) Inventorise community media and groups and identify key persons to spread the message.
- c) Create a monthly newsletter for mentors & mentees.

3. Who are you going to do it in partnership with?

- a) Not applicable
- b) Inventorise with the help of our participating mentees.
- c) Not applicable

4. How will you monitor the activity and know if it had an impact?

- http://www.tijd.be/opinie/analyse/Hoe_kunnen_we_helpen.9674777-2336.art
- Monitor the influx of new mentees and check how they have heard of DUO for a JOB.
- Monitor the level of interaction (traffic from newsletter to site & social media) and get feedback during individual contact.

1. What are you planning to do?

- 1) To propose to participants to become a member of our network
- 2) To be in touch with the participants to know about any new good practice they may be developing and to follow up on the one they presented.
- 3) To perhaps collaborate with one of the participants on a capacity building project for urban refugee organizations.

2. How are you planning to do it?

- 1) By sending participants of the workshop an invitation to become members of the network
- 2) By outreaching to them regularly to know about emerging good practices
- 3) To keep an eye on funding opportunities for the collaboration project with one of the participants

3. Who are you going to do it in partnership with?

- 1) With all members who attended the workshop
- 2) With those who signed up to become members of the network
- 3) With the participant of the workshop with whom we thought we could collaborate in the future

4. How will you monitor the activity and know if it had an impact?

- 1) By the number of people who signed up to become member of the network
- 2) By the number of good practices identified in the coming months with those new network members
- 3) By the implementation of the collaboration project by next year

Georgia

UNHCR Georgia

1. What are you planning to do?

- 1) Mentoring project (outreach and integration)
- 2) Refugee film project
- 3) Job placement

2. How are you planning to do it?

- 1) The mentoring project will take place in a newly-established community outreach venue jointly managed by refugees and a local NGO. The project will also have an online platform for communities to organize events and stay in touch and exchange information. To start the mentoring programme we will use both the SOP from Save Me Munich and KASA Armenia. We will also duplicate some joint activities introduced during the workshop such as conversational language 'classes' in an informal setting where Georgian students volunteering to spend time with refugees to talk to them and improve their Georgian; in turn they can learn Arabic or other languages from the refugees. Refugees and Georgians will be encouraged to initiate activities according to their shared interests, for example sports for youth, cooking for women, etc.
- 2) First our PI colleagues will develop a concept note to adopt the film project to our context and then we will work with refugees (two main and some smaller refugee groups) to implement it. We will also use the how-to brochure that was shared with us by UNHCR Nuremberg (Anna).
- 3) The Ministry run and UNHCR supported Reception Center for asylum-seekers already started to place asylum-seekers into companies so they can work rather than depend on monthly allowances from the Ministry. UNHCR will formalize this and extend it to refugees and asylum-seekers outside the Reception Center. UNDP is currently conducting a socio-economic baseline survey among all refugees of working age to inform the planning (a market analysis exists for Georgia).

3. Who are you going to do it in partnership with?

- 1) Local NGO, refugees, Georgians (host population), UNHCR and the Ministry for Refugees.
- 2) UNHCR, refugees and Georgian film makers.
- 3) Ministry for Refugees, UNHCR, UNDP and other Ministries and local businessmen as required.

4. How will you monitor the activity and know if it had an impact?

Participatory assessments and focus groups were conducted with the refugee community, which can be used as a baseline for integration. Once the three projects are launched we can assess on a quarterly basis the impact of activities on 1) integration 2) host community acceptance 3) livelihoods.

All three activities are joint activities between UNHCR Protection and Programme Units, local NGO and Ministry partners and refugees (we try to make all stages as participatory as possible). This enables us to not only jointly develop the detailed activities and phases of projects but also to closely monitor and talk to refugees and asylum-seekers along the way. The use of online tools managed by refugees (facebook, website) will also give us and the partners feed-back on activities.

Danish Refugee Council (DRC) Georgia

1. What are you planning to do?

- Ensure the economic assistance provided through grants to individual entrepreneurs leads to stable income generation & proper social integration (financial, social and human capital).
- Increase the technical support to individual entrepreneurs to support integration into local supply chains.
- Develop marketing plans.
- Secure the tenancy rights of the entrepreneurs who have received free-of-rent commercial premises.
- Revise the training approach to move towards adequate coaching in support of business development.
- Provide grants to the host community as a balancing component in a spirit of peaceful coexistence.

2. How are you planning to do it?

- Reinforce the technical support mechanisms in place and adjust the coaching approach;
- Support the development of efficient marketing tools to reach out new clients;
- Sub-contract a lawyer to elaborate all necessary documentation

3. Who are you going to do it in partnership with?

- Local district administration (tenancy rights)
- De facto Abkhaz State Committee for Repatriation (coordination)
- Locally-recruited lawyer (collection of documents and elaboration of agreements)
- External expert for marketing tools and additional coaching

4. How will you monitor the activity and know if it had an impact?

- Regular monitoring by DRC Officers
- External Evaluation to draw lessons and detect best practices
- Impact in terms of a) access to new market segments b) change in sales volume or/and turnover c) change in profitability d) change in product design,

type of quality e) impact on seasonality f) impact on job creation and g) impact on acquisition of new skills & know-how.

Germany

UNHCR Germany (Nuremburg)

1. What are you planning to do?

In light of the rapidly increasing asylum seeker influx in Germany paired with the unabated will of parts of civil society to help I will render my good services to increase networking between the individual actors to launch and strengthen good practice initiatives and projects. Among the first ideas collected: early musical education for asylum-seeker infants aged 2-6 in presence of mothers in collective centres by music teachers and students.

2. How are you planning to do it?

During the forthcoming round tables and other meetings with the authorities, NGOs and volunteers I shall invite additional actors or introduce ideas brought forward by individuals or support groups to the relevant counterparts in order to advance implementation of good practice.

3. Who are you going to do it in partnership with?

All actors listed above.

4. How will you monitor the activity and know if it had an impact?

Success will be easy to measure:

- appropriate partners team up to discuss an idea
- the plan is put into practice
- observers including UNHCR monitor whether/how the initiative works in practice

Save Me Munich

1. What are you planning to do?

Due to big influx of refugees in Munich and constant media coverage, the numbers of volunteers are also increasing. Our mentor program is designed to connect volunteers with newly arrived refugees. All of our mentors receive training in form of workshops prior to their actual contact with beneficiaries. Due to limited capacity in the office we will now introduce a program for volunteers who have been active since minimum one year to become a "Save Me Ambassador". The ambassadors will train new mentors. The activity has the aim to make the best use of the motivation, skills and capacity of volunteers and to be able to train as many mentors as possible.

2. How are you planning to do it?

Save Me provides an intensive training workshop for volunteers to become a “Save Me Ambassador”. The first part of the workshop will be the completion of the online “Urban Refugees Learning Program”. The second part will be an intensive two-day workshop on how to recruit and train new volunteers. Save Me will organize the training and invite specialists in the fields of: intercultural communication; experts on asylum law; psychologists and social workers.

3. Who are you going to do it in partnership with?

In order to get experts for the workshops, Save Me works with the University of Munich, the Bavarian Refugee Council, Initiativgruppe e.V. (a local NGO that provides social services for resettlement refugees in and around Munich) and also assists other Save Me Campaigns in Germany in order to enable them to make use of our ambassador program.

4. How will you monitor the activity and know if it had an impact?

The ambassador training as well as the workshops will be monitored by the Save Me team who will then ask the participants for an evaluation. Two staff members are solely responsible for the coordination of the ambassador program, as well as the coordination of all volunteers. We are hoping to provide trained mentors for more refugees and secure the quality of the support that beneficiaries receive through mentors.

Serbia

Belgrade Centre for Human Rights

1. What are you planning to do?

Develop a plan for engaging volunteers to work with persons granted international protection in Serbia in order to assist their integration needs.

2. How are you planning to do it?

We will contact people of various backgrounds interested in engaging with refugees, especially foreign language students and those with a background in the humanities; they would assist Serbian language learning in an informal environment, help with various simple procedures in order to allow integration into the Serbian way of life, and provide liaisons outside of the refugee community.

3. Who are you going to do it in partnership with?

We plan on working together with the University and other CSOs with experience in community work, seeing as how they have more experience in working with volunteers.

4. How will you monitor the activity and know if it had an impact?

Activity results should be evaluated on the basis of participant satisfaction with the engagement provided.

Turkey

UNHCR Turkey

1. What are you planning to do?

Pilot project involving refugee volunteers

2. How are you planning to do it?

It will be a pilot project in one of the 62 Satellite Offices where refugees in Turkey are located.

3. Who are you going to do it in partnership with?

One of UNHCR Partners (probably ASAN) with support from UNHCR Programme and Protection colleagues

4. How will you monitor the activity and know if it had an impact?

- Regular Monitoring missions from both Programme and Protection colleagues
- Regular Report from Partners
- Number of refugee volunteers involved in the programme
- Length of period engage in the programme.

The Ministry of Family and Social Policies, Government of Turkey

1. What are you planning to do?

We are going to introduce the new ideas and information which we gained during the workshop to our management department. We should evaluate these seriously and decide which can be applied to Turkey's situation.

2. How are you planning to do it?

At first we will explain these to our department manager and through to our upper management members.

3. Who are you going to do it in partnership with?

We think the partnership issue will be clear after we share these within our Ministry.

4. How will you monitor the activity and know if it had an impact?

Actually it is a reality that we are a bit suspicious about how these kinds of activities can be implemented in Turkey and how it will have an impact because as we mentioned there are millions of refugees in Turkey.

ANNEX 4

The *Building Communities of Practice for Urban Refugees* Workshop in Budapest, Hungary Participant Feedback Summary

In an effort to learn from this experience and improve on similar exchanges that may take place in the future, participants from the Europe regional workshop were asked to evaluate their experience and give feedback on the workshop by answering the following two questions:

1. What do you think worked well?
2. What do you think could be improved?

The workshop participants felt that the following worked well and should be replicated in future exchanges, where possible:

- The participant driven methodology, with short presentations and time allotted for Q&A.
- The facilitation and summary at the end of each panel.
- The time management, and time allotted for networking and asking participants for more details about their projects

For future exchanges, the participants felt that:

- Less topics should be discussed and more time should be set apart for discussions, in small groups as well as to accommodate spontaneous contributions.
- Excursions and team-building outings in the evenings to promote networking.

The main takeaways for many of the participants were related to:

- The current situation in different countries throughout the region but also the ability to take practices from different contexts and apply them to their own contexts.
- The importance of volunteers and of the spirit of volunteerism that is seen throughout Europe, in particular involving refugees as volunteers.
- The importance of and different approaches for providing psychosocial support, such as through responsive listening.
- The different models that exist for mentoring programmes.