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THEMATIC GUIDE THIRTEEN

A CAPACITY BUILDING MANUAL FOR NGOS
PROMOTING THE INTEGRATION OF MIGRANTS AND REFUGEES IN RURAL AREAS

EURACADEMY THEMATIC GUIDE SERIES

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PREFACE

Euracademy Association is a pan-European, non-profit membership organisation devoted to capacity building of rural communities in Europe. The Association brings together planners, researchers and practitioners of rural development from a host of European countries. A Summer Academy on a theme pertinent to sustainable rural development is organised every year in a different location; also, a Thematic Guide is published every year on the same theme as the Summer Academy. In addition, the Association organises conferences, undertakes research and coordinates EU funded projects with a view of building up a body of knowledge on sustainable rural development. These activities aim to prompt lifelong learning opportunities amongst members of rural communities, by using a variety of educational means.

This is the thirteenth Thematic Guide in the Euracademy series. It has exploited the lectures, case studies and discussions in the Fourteenth Summer Academy, held in Kalamata, Greece, from 5th to 13th September 2015, organised in the context of the project Rural NGOs: Catalysts of Social Cohesion and Rural Development, funded by EEA grants. This Thematic Guide targets in particular NGOs operating in rural areas of Europe, aiming to offer a multi-faceted Manual for Capacity Building, focused on the integration of migrants and refugees in rural communities and their role in the sustainable rural development effort. It aims to provoke the reader's thinking on such questions as:

➢ How can NGOs operating in rural areas enhance social cohesion, referring in particular to the integration of immigrant and refugee groups?

➢ What can we learn from examples of best practice across Europe?

➢ Want are the skills needed by managers and staff of rural NGOs to accomplish their mission of enhancing social cohesion in their areas?

➢ What are the "tools" that can be used to facilitate minority integration in the economic and social life of rural communities in a balanced and a fair way?

➢ Who else can support the integration process? What is the role of local authorities, Local Development Agencies and local enterprises?

➢ How can networking amongst NGOs help to build their capacities and improve their operation?

➢ What are the links between social cohesion, integration of minorities and sustainable rural development?

➢ How can we measure the benefits of integration for both sides – the indigenous communities and the minority groups?

For Euracademy Association, this issue is part of the broader challenge of sustainable rural development. It inevitably cross-relates to, or overlaps with, themes of previous Summer Academies:

➢ Education and Lifelong Learning for Sustainable Rural Development

➢ Culture and Sustainable Rural Development

➢ Local Governance and Sustainable Rural Development

Enjoy reading!

The Euracademy Association

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4.2 Strategic and Business Planning for NGOs	Dr Roger Evans, Training and Business Development Consultant, Estonia
4.3 Networking as a source of capacity building	Lili Mahne, NEC Cerknica Notranjski Ekološki Centre, Slovenia

Case studies were contributed by:

➢ PRAKSIS (Programmes of Development, Social Support and Medical Cooperation), NGO, Greece

➢ KEAN (Cell of Alternative Youth Activities), NGO, Greece

➢ Professor Iren Kukorelli and Patricia Honvari of the Hungarian Academy of Sciences

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➢ Greek Forum for Refugees, NGO, Greece

➢ Erdem Vardar, Director of YUVA Association, Turkey

➢ The New Scots project, Scotland

➢ The Campaign for National Parks, UK

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The European Scene

1.1 European policies on the integration of migrants, asylum seekers and refugees
An Introduction

At European level, policies and guidelines on the integration of migrants derive from the Treaties of the European Union, the Charter of Fundamental Rights, and the European Council's Multiannual Programmes and Strategic Guidelines.

The Treaty of Lisbon was adopted in 2007 and entered into force in 2009. This was the first time that a European Treaty provided a legal basis for the promotion of integration at the EU level. Article 79.4 of the Treaty states that:

"The European Parliament and the Council, acting in accordance with the ordinary legislative procedure, may establish measures to provide incentives and support for the action of Member States with a view to promoting the integration of third-country nationals residing legally in their territories, excluding any harmonisation of the laws and regulations of the Member States."

The Charter of Fundamental Rights became legally binding in 2009, when the Treaty of Lisbon entered into force. It addresses the institutions, bodies, offices and agencies of the European Union and also applies to Member States when they adopt or apply a national law implementing an EU directive, or when their authorities directly apply an EU regulation.

The Charter contains provisions that apply to:

All persons, including third-country nationals (such as the right to property and the right to freedom of association); **EU citizens only**, including immigrants who have acquired the nationality of an EU Member State.

The European Council has created a series of different Multiannual Programmes since 1999, which have gradually been working towards a common EU integration policy. The most recent are:

The Stockholm Programme (2009-2014) on inte-

gration. It held that EU member states' integration policies should be supported through the further development of structures and tools for knowledge exchange and coordination with other relevant policy areas, such as employment, education and social inclusion.

The Strategic Guidelines for the area of Freedom, Security and Justice (2014–2019). In 2014, a European Commission Communication entitled "An open and secure Europe: making it happen" emphasised that a legal framework for a common migration policy and further efforts in the area of integration were badly needed. The Communication also called for stronger measures to maximise the benefits of legally resident third-country nationals, who are disproportionately experiencing unemployment, low quality employment, and social exclusion. As a result of this Communication, the European Council agreed on strategic guidelines from 2014 - 2019 in the area of freedom, security and justice.

Refugees and Asylum Seekers

At present there are approximately 1,5 million recognised refugees living in the 28 member states of the European Union plus Norway and Switzerland. The status and legal definition of a refugee is outlined in the 1951 Geneva Convention Relating to the Status of Refugees, which has been signed and ratified by all EU member states. The provisions of the Geneva Convention are implemented through the national legislation of each country.

Each EU member state makes a clear distinction between asylum seekers and refugees – an asylum seeker is the person who submits a request for refugee status. Member states have well-defined legal procedures to determine whether an asylum seeker will be granted refugee status. Moreover, the member states retain a significant amount of control regarding how they treat asylum seekers and refugees. As

a result, the conditions and benefits which these groups receive can vary a great deal, which has been evident during the current influx of refugees and asylum seekers entering the European Union.

Negotiations on a Common European Asylum System (CEAS) first started in 1999. The CEAS was created to ensure the rights of refugees under international law are protected in each of the EU member states. It sets minimum standards for processing and assessing asylum applications and also regarding the treatment of asylum seekers and those who are given refugee status. If an asylum seeker travels through a number of EU countries, the CEAS enables one EU country to send the person back to the first country where he/she entered the EU. In order for this to be successful, the country of entry must uphold the rights of asylum seekers.

Given the sheer numbers of asylum seekers reaching Greece, and the current economic situation of the country, it has proven extremely difficult for the rights of asylum seekers to be effectively upheld in all parts of Greece. This has resulted in very few people being transferred back to Greece using the aforementioned option under the CEAS.

Unfortunately, several of the EU member states have not yet implemented the standards of the CEAS properly, which results in inconsistent treatment and approaches throughout Europe. Some countries have recently reintroduced border controls and some have even erected fences and walls along their borders to stem the flow of migrants. Such measures jeopardise the free movement of persons guaranteed by the Schengen Agreement.

1.2 Integrating immigrants and their children in rural areas: a European overview

The diversity of immigrant flows in the EU and the composition of new migration

The numbers of immigrants entering European countries has increased steadily over the past two decades. This has resulted in a growing number of immigrant offspring being born within the European Union. In order to promote the social cohesion and economic growth of host countries, and enable migrants to become productive, self-reliant citizens, it is vital that immigrants and their children are effectively integrated into society.

In 2012 there were approximately 52 million immigrants in the European Union and 33,5 million came from non-EU countries. Altogether, one person in ten was born abroad, though the proportion varies widely from country to country – from more than 25% of the population in Luxembourg to less than 2% in Bulgaria and Poland. There was also a large difference in the magnitude of immigration inflows in 2012 – 2013: the annual inflow amounted to approximately 1% of the population in Denmark, Sweden and Ireland, whereas countries like Portugal and the UK had inflows of close to 0,4% of their respective populations.

Since 2000, the numbers of immigrants within the European Union have risen by 30%. In Finland, Ireland, Italy and Spain the immigrant population has more than doubled in the last ten years. In virtually all countries throughout Europe, immigrants are over-represented in densely popu-

lated areas. The concentration is greatest in European destinations such as Austria, Belgium, France, and the Netherlands, where immigrants are over 50% more likely to live in densely populated urban areas than native-born citizens. The vast majority of the immigrants living in these urban areas are foreign born: approximately ninety percent in the UK, Netherlands, Belgium, Germany and France. In countries such as Portugal, Sweden, Austria and Poland, the proportion is closer to 80%.

The following image gives an overview of the most recent OECD data on asylum seeker applications –from January to July 2015– in the European Union and beyond.

Source: http://www.oecd.org/migration-insights/

Socio-economic profile and quality of life standards of immigrants

Approximately 80% of the immigrants in the European Union are of working age. In countries where the majority of youths are children of previous immigrants, such as Romania, there tends to be a greater share of young immigrants. The percentage of women (52%) is slightly higher than men in the immigrant population of working age. Immigrant women tend to have children at an earlier age, and more children overall than their native counterparts. Research by the OECD[1] has shown that immigrants are less likely to own their own homes, and are more likely to live in overcrowded houses. In Greece the total of overcrowded immigrant housing is particularly high – over twenty-five percent. In 2012, nearly one in two children (aged under 16 years) were living in a migrant household with living standards that were below the poverty threshold in the host country. Overall, the poverty rate of third-country national households is double that of native-born households in the host country.

Migrants' presence in the labour market

In 2012-13, the levels of immigrant employment in the European Union were 70% for men and 54% for women. In half of the EU member states, immigrants with no or low education levels were more likely to be in work than their native-born peers. In fact, their employment rates were a lot higher in some countries, like Luxembourg for example.

However, the employment rate of third-country nationals is below that of EU nationals in virtually every EU country. Overall, it is easier to join the labour market for those with higher education levels. However, third-country nationals with higher education degrees find it more difficult to get a job than native-born EU nationals.

Approximately two-thirds of immigrants obtained their highest qualifications abroad. Lack of recognition for foreign qualifications has led to around forty percent of highly educated, foreign educated immigrants working in jobs in the EU that would require lower qualifications. This is twice the amount of foreign-born immigrants who have been educated in the host country and subsequently found jobs that require lower qualifications.

In 2012-13, the immigrant unemployment rate was 16% in the European Union, which was 6 percent higher than native-born unemployment rates. The harder the 2007-2008 crisis hit a country (such as the Greece and Spain), the larger the unemployment gap between the foreign-born and native-born citizens has grown. In the European Union, the youth unemployment rate among native-born offspring of immigrant parents is almost 50% higher than that of the young with native-born parents.

Challenges faced by immigrants and their children in education

On average, foreign-born pupils and natives with two immigrant parents obtain much lower education qualifications than children with two native-born parents. Although some progress has been made over the last ten years, a significant share of pupils with a migrant background lack basic skills. In 2012, an average of 30% of foreign-born pupils across the European Union lacked basic reading skills at the age of 15.

Nevertheless, school performance at that same age improves the longer pupils have resided in the host country, and the native born offspring of foreign-born parents outperform immigrants who arrived when they were children. However, although the native-born offspring of immigrants boast better education outcomes than foreign-born youths who entered the host country as children, they do not tend to show a higher employment rate.

In the European Union, young immigrant children of two immigrant parents are more likely to be neither in employment education or training (NEET) than children with no migrant background. Higher levels of male education are more closely associated with improved employment rates among native-born immigrant offspring than the children of the native-born, though the same does not apply for women.

Discrimination issues and public opinion

One fifth of young people born to foreign-born parents in an EU host country have reported being discriminated against on the grounds of ethnicity or nationality. Research shows that they are also more likely to report being discriminated against than other young immigrants.

Between 2002 and 2012, one immigrant in seven within the EU felt that they were discriminated against on the grounds of their origin. Perceived discrimination is more widespread among men and people born in lower income countries. Foreigners born abroad also perceive more often to be the target of discrimination

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[1] OECD "Indicators of Immigrant Integration 2015 – Settling In" Paris 2015

than their peers who have been naturalised. The groups most exposed to ethnic discrimination (young people, the unemployed, and the elderly) vary widely from one country to another. In 2012, a quarter of the host-country population in European countries considered the economic impact of immigration to be negative. Views on the economic impact of immigration were mostly positive in Switzerland and the Scandinavian countries. Opposite views were observed in most countries of southern and central Europe. Similarly, in Switzerland and the Scandinavian countries, most people consider their area a good place for immigrants to live in, whereas the opposite is the case in most countries of southern and central Europe. Immigrants felt less discriminated against in 2008-2012 than in 2002-2006, even though the share of people who consider their area to be a good place to live for immigrants slightly declined.

Challenges: overall and specifically for rural communities

Increasing heterogeneity of immigration flows - both in terms of category (labour, family, free mobility, humanitarian) and skills levels within these categories - requires more tailor-made approaches. For immigrants lacking basic skills, significant and long-term investment must be made without immediate pay-off. In Southern Europe, many low-skilled labour migrants arrived just prior to the current crisis, raising issues of long-term employability and appropriate target groups (i.e. who is likely to stay?). Family migrants who do not depend on benefits are often neglected in integration measures, although they are a key group – and the impact extends to their children.

Children of immigrants are entering the labour market in growing numbers, but the results are often unfavourable. The integration of the large inflows of humanitarian migrants, many of whom are traumatised by the experience of war, will pose an additional challenge in the coming years. The following image shows the huge numbers of illegal entries into the European Union countries from January to September 2015. Of particular note

is the number entering Greece illegally – over 350.000 – which has placed enormous strain on the country's authorities.

Rural areas are faced with particular difficulties in that they often have little experience with integrating immigrants and their children. In addition, there is a general lack of support structures (agencies, language courses, translators) in such areas, and many of the NGOs which could help are located in larger cities. The often small numbers of immigrants involved also raises issues of economies of scale, but these can be dealt with by cooperating and sharing experiences with other communities where immigrants have already been successfully integrated.
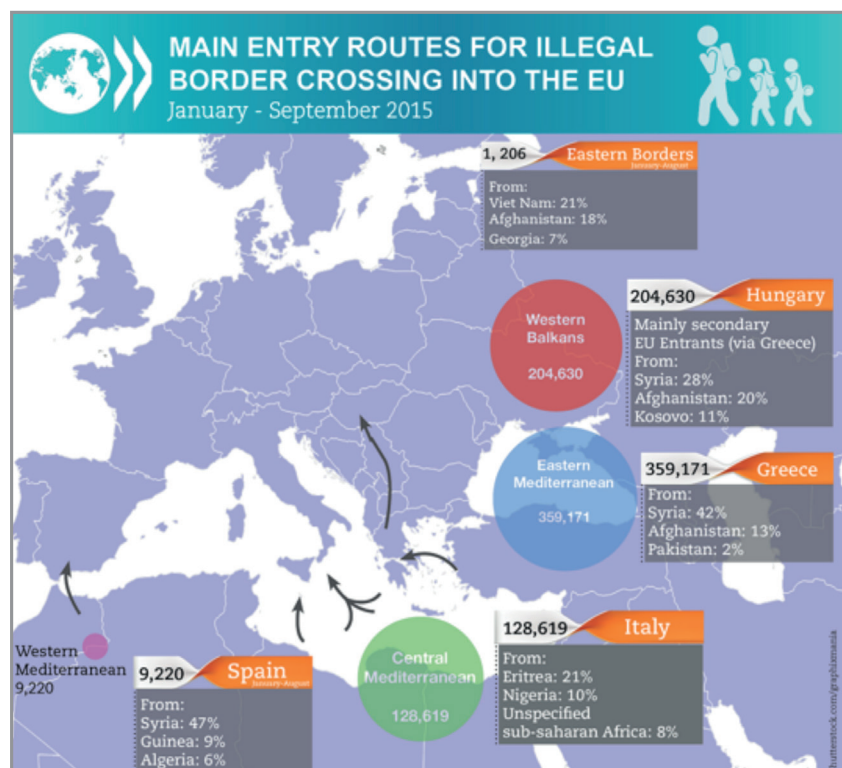
Source: http://www.oecd.org/migration-insights/

CHAPTER 2.

The challenge of migration on social cohesion of rural communities. Examples from different European countries

2.1 POLAND: What we can learn from the Grupa Refugee Centre

Try to imagine a journey. A journey to a small rural region of Northern Poland. In this region there is a village called Grupa Dolna. This community is, on the one hand, not very distinctive and has all the typical issues that can be found in the Polish post-transition countryside. There are low levels of employment, a decreasing population, and serious economic difficulties, which are so common in rural Poland. The society, culture and economy of Grupa are centred around a military unit, the biggest employer for local inhabitants.

On the other hand, this small, very typical community has one distinctive feature. The Polish Office for Foreigners set up a Refugee Centre in this village. Those who are waiting for their asylum applications can decide to stay at the centre. From 2008 a group of NGO activists from the Polish Humanitarian Aid and EMIC, with the support of researchers, started to develop integration schemes for the Grupa community and asylum seekers.

Grupa Refugee Centre (second building) Copyright: Agata Banaś

Community development projects focused on refugee integration. Activists tried to achieve their aims by using a broad range of activities such as cultural fests, school meetings, movie festivals. Research results have shown the benefits of these actions, which led to the more or less

peaceful co-existence of the local community and the refugee centre inhabitants. Researchers who evaluated the integration process called it an "invisible existence" – a state floating somewhere between integration and social conflict. At the same time, the Polish government had to cancel another refugee shelter, located in Łomża town, following intense conflicts.

So… why has integration worked in Grupa and not in Łomża or other places around Europe in which refugee centres have been torched, or where intense conflicts between communities and asylum seekers have occurred? Science can answer this question at different levels. We can consider various psychological, legal, institutional or educational indicators correlated with integration processes; and we will examine four of them, which are connected with the social cohesion of local communities. In our opinion, not only levels of institutional development, education, and psychological attitudes, but also factors of social cohesion shape a community's response to new actors such as refugees and migrants. In other words, not only the behaviour of individuals, but also the conditions in a community, its values, connections and interactions can support or hinder the integration process. Those social, community-based factors, are especially important in rural areas, where social bonds are stronger and the community has a larger impact on individual behaviour towards new actors. We will discuss here four crucial aspects which affect a community's response: values, rational calculations, social practices and the impact of social capital on attitudes towards new rural actors in general, and refugees in particular.

a) Values: from community virtue to ideology The first aspect which we have to consider is connected to the deep rooted community core. Individuals and social groups do not act in a social vacuum. Their actions, behaviour and attitudes are to some degree shaped by the

traditions of their social group. Many communitarian social thinkers perceive local communities as a deposit of citizen virtues and a place which can defend its inhabitants from the outside world. Unfortunately, community values have two faces, it is rather like a Dr Jekyll - Mr Hyde case if we are talking about new actors such as refugees and migrants. A strong village society with interconnected actors and an informal control mechanism can lead to clan-like relations, which can seriously hinder the introduction of individuals from the outside world. A closed community, with communitarian core values can react neurotically. Moreover, such a community has informal tools in order to act efficiently. On the other hand, anomic communities, with ruptured social bonds don't have the social capacities to deal with asylum seekers and migrants. If a community has collapsed (socially, culturally, economically) it will be limited to families or individuals, which are not able to deal with and incorporate new actors. It is a kind of paradox which researchers observed at the Grupa refugee centre – the community should be neither too strong nor too weak if it is to integrate new actors properly. It is all about a balance between the indigenous core and influence from the outside world. Moreover, when social workers or activists deal with refugee or migrant integration, they should put stress not only on cultural encounters but also on community balance. In other words, a proper scheme of refugee integration should include community development projects. Unfortunately, it seems that in many communities in which refugee centres have been established, the community aspect was missing. Most of the actions have been focused on individuals or refugees themselves. One of the factors which unintentionally improved the situation of asylum seekers in Grupa was connected with the combination of proper community relations and the open character of this village, which faced many new influences linked to the mobility of the military personnel based in the village.

b) Rational calculations If we want to foresee how a community can integrate refugees, we need to focus on rational choice theory. In general, this theory states that everyone counts. Individuals and group decisions are shaped by a system of stimuli or punishments. To make matters more complicated, these factors can be both material and immaterial, objective and subjective. A stimulus is constructed in the context of an individual or group. The context decides if specific factors will be interpreted as stimuli or punishments and how strong an effect they will have. To estimate the reaction of a community on new actors, we can prepare a kind of equation which will try to estimate the balance of perceived, subjective stimuli. This kind of calculation can lead to surprising conclusions. In Grupa, both researchers and activists regarded cultural clashes and misunderstandings as the most important potential contributors to social conflict. To prevent this, intensive actions were developed. The main vector of initiatives focused on soft actions such as cultural festivals or refugee movie festivals. However, ongoing research shows that most fears don't have cultural backgrounds. The most important opposition against refugees came from rural working class males. Their fears were economically driven – they were afraid of competition on the low skill labour market. For them cultural clashes weren't stimuli but rather a kind of justification. Integration schemes with this kind of actors should be directed at lowering economic fears first and then focusing on cultural integration. Rational choice theory can describe the rather positive approach towards refugees in Grupa. Some village inhabitants perceived the centre as a kind of economic opportunity that can attract financial flows and support the local economy. Of course, both stimuli and punishments don't have to be material. A sense of volunteerism, curiosity, civic activism and many more should also be included into the equation. Moreover, these factors are contextually sensitive – they will have different effects in different social groups, regions and countries. Proper integration schemes should cautiously estimate how to strengthen stimuli and lower fears amongst important community groups. It demands a proper diagnosis from community workers involved in refugee or migrant integration schemes.

c) Social practices The third element with an enormous impact on the integration process is connected to the reality of everyday community life. Social sciences put emphasis on macro influences, institutional aspects of human life or cultural factors which shape our actions. Social practice theory directs our focus on everyday actions, connections, interactions and behaviours. Community members interact with refugees and migrants in the public space: in village streets, in shops, schools, playgrounds, football pitches. These daily interactions can affect attitudes and behaviours. In these brief moments refugees and migrants can change from faceless political categories to individuals. So the impact of these everyday interactions is enormous, and if properly managed they can lead to the redirection of the integration process. In these social practices it is the sense of place which plays a crucial role. Refugee centres are often physically separated from the community.

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Fences which surround buildings, separated playgrounds and gathering points, locations at community peripheries - all of these factors obstruct the social interaction between new actors and indigenous community members.

Playground for refugee children at the Grupa Refugee Centre. Copyright: Agata Banaś

To some degree, the integration process depends on the shape of public space. It raises questions: Is there a place or places in which "old" and "new" rural actors can properly interact? How can the condition of these places influence interactions? Lack of space for interactions was a reason why the presence of asylum seekers in Grupa was described as an invisible existence. The refugee centre has been separated by its location and infrastructure (walls). Moreover, use of communal facilities led to tensions between inhabitants and refugees. Conflict was based around the rights to use playgrounds by children of these two groups. Practically, the only place in which the paths of asylum seekers and the rural population crossed was at school. This institution plays a crucial role in the process of integration. It was a kind of gateway used to communicate between the different groups.

d) Social capital The final element which is connected with community integration is social capital. It is a well-rooted principle in social sciences, but a rather eclectic notion which brings together different processes and phenomena merged by their function. Without going too deep into the current academic debate, we can note that social capital is often linked to terms such as reciprocity, norms, trust, social networks, bonds, cooperation and citizenship. From the perspective of this paper, it is important to balance the different aspects of social capital which are responsible for community interconnections, relations with the state, public institutions, bonds with neighbourhood communities, the level of volunteerism, trust of non-governmental organisations. A balance of social capital influences the reactions of individuals to both refugees and public or civic institutions which introduce integration processes. Strong bonding connections between inhabitants without trust in state officials can lead to strong opposition to actions perceived as a kind of imposition, led by external (in terms of community) state or civic organisations. On the other hand, a low level of trust between community members leads to inefficiency. Integration actions are likely to have ad hoc effects without a broader perspective. Social capital is closely connected with community cohesion. To integrate new actors such as asylum seekers or migrants, we have to trust each other, we have to make positive connections with the outside world, we should believe in state actions and public sector motivations, and react positively to the presence of NGOs.

Without doing these things, every integration project will be placed in a social vacuum, with significantly lower chances of success. In our opinion, the imbalance of community social capital levels was a reason for many conflicts around refugee centres. Local communities were unprepared for new challenges, development programmes led by public and civic agencies were treated as rough or at least blurry, inhabitants were unable to establish relations with new groups. Looking at the opposite end of the scale: a strong level of formal and informal trust, with well-developed individual and group networks, can seriously facilitate civic participation and the introduction of refugees and migrants into a community.

To sum up: the integration of new actors into a rural community is a difficult and complex process, involving many different levels. At the same time, it is an individual, social, cultural, political and economic phenomenon. We would like to stress here one, probably surprising aspect of refugee integration. The success or failure of integration schemes can be partially foreseen before the arrival of refugees and migrants. The success of such schemes depends on social cohesion, the state of the community and its local values, rational choices, the local inhabitants' identity, social practices, the physical space and social capital which define scenarios for new actors. Particularly within rural areas, integration processes are inseparably connected with community development.

2.2 UK: Rurality and Migrant Communities – '... no problem here!!'

The Rural Debate- 'there is no problem here'

Ethnic minority communities have often been excluded or made absent from policy, or political discourse more generally, which has prevented such communities from having a voice to articulate their concerns. Recently, when the author of this chapter attended a workshop and asked the presenters if they had considered the views of BME[2] communities in their scrutiny review, the response was "as you will be aware there are very few and they did not respond..." The same "no problem here" attitude still prevails in rural areas today in the UK as much as it did in the 1990s. This response was given by a public authority which was supposed to have progressed since then and assessed itself against a national quality standards equality improvement framework. Clearly this framework was not effectively embedded within the organisation. Hence, although legislation may have moved on and forced public services to take account of their communities in documentation, attitudes often remain unchanged.

As a result, (Race) Equality Schemes and (Race) Equality Impact Assessments may have been adopted, but often only as tick box exercises to show compliance to equality agendas. Initiatives such as Delivering Race Equality in Mental Health for BME communities have been developed, but it seems that their impact in some rural areas has been limited and unsustained, as these have been spread so thinly to cover all equality areas, and thereby result in minimal or no impact or real improvement in services. Hence, the issues raised such as isolation and access to services in studies such as 'Keep them in Birmingham[3] and 'Challenging Racism in the Rural Idyll'[4] reveal that we have not moved forward much as those same issues are still experienced by communities in rural areas.

The challenges such as isolation and access to services faced in rural communities now are the same as those identified in the 90s. It is telling that recently, Citizens Advice ran a pilot programme (http://blogs.edgehill.ac.uk/cabrural/) on race discrimination advice work in rural areas, ten years after the ground breaking Rural Race Equality Project[5] in the South West. The review found that the challenges affecting rural areas observed in the initial research project still remained and the needs of the communities, such as access to basic council services and support for those experiencing racism, were still not being met, Agencies (public and voluntary) had not really considered BME communities in their service delivery, and their staff and volunteers were unaware of the specific needs of diverse communities. Instead, the "no problem here" attitude prevailed. What emerged from the pilot was the need to engage in community development work, the need to develop relationships and trust with communities to know and understand them and their needs, and the need to develop their confidence to engage in the local communities (e.g. by some members becoming trustees or volunteers in the CAB). The latter was identified back in 1999 by Dhalech, who recognised the need to build confidence and develop relationships to engage effectively with the community.

Barriers to tackling rural racism persist because 'race' is not an issue that is often engaged with by people in the countryside and the "no problem attitude" has prevailed due to the lack of visibility of BME communities. One of the fundamental difficulties in tackling rural racism has been the lack of commitment and leadership at all levels, who have used the "No problem here..." attitudes not to engage with the debate.

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[2] Black and Minority Ethnic – the term is used to refer to members of non-white communities in the UK.
[3] (Jay 1992).
[4] (Dhalech 1999).
[5] (Dhalech 1999).

Despite the growing number of reports[6] since the 1990s – which demonstrate that rurality does impact on the lives of minority ethnic communities in specific ways – combating rural racism and promoting racial equality has yet to be fully integrated into the rural policy agenda. In this regard, the lack of community infrastructure and access to support services in rural areas leave ethnic communities more vulnerable to racism. With a few notable exceptions in the late 90's such as the Rural Race Equality Project and Rural Anti-Racism Project, these initiatives, where they exist, tend to operate outside of the general rural policy context and are funded short term and not embedded into the mainstream.

This lack of consideration of race equality and BME issues in the rural agenda has reinforced negative stereotypes of some groups, (e.g. Gypsy and Traveller communities) with a number of consequences: Rural areas are still lagging behind urban areas in their capacity to tackle race equality issues, demonstrating:

- An ad hoc approach to funding and policy initiatives resulting in a lack of sustainability.
- Lack of representation and a voice.
- The reliance on individual effort and commitment (voluntarily in many cases), to champion the cause of race equality.

So what now? The conclusions drawn in 1999 are as valid today as they were then:

- The **isolation** of living in rural communities with little or no support can exacerbate the experience of racism but maintain its invisibility. This in turn creates a lack of confidence to seek advice and information; and as a result, minority ethnic community members are inclined to attempt to resolve the issues within the private circles of family and friends.
- This then emphasises their **lack of awareness** of what services are available to the public. Underuse of services and under-reporting of the needs of minority ethnic people are often reinforced by previous negative experiences with an agency.
- Thus, **developing confidence** in communities that have continually experienced disadvantage and discrimination is a lengthy process, and requires the long-term commitment of human and other resources.
- **There is a need for NGOs and other public authorities** to show leadership and address the issues, including the 'invisibility' of BME people in rural communities: the numbers

game is still used - we have very few so we do not have a need.

The development of BME and race equality organisations in the last 10 years has provided a support network, strategic focus for race equality work, grassroots community development, and capacity building work. Although in the last few years there has been a shift in focus from race equality work to more generic equalities' work, some organisations have resisted and maintained their focus on race equality in a challenging environment (socially, politically and financially), and continue to do so. The sustainability of these organisations will be a challenge in the new era of austerity, and their future will be dependent on whether they can continue to support, campaign, and lobby for BME communities and race equality in rural areas, despite the reductions or withdrawal of funding. Indeed, the success of many of these small organisations has been based on:

- the ability of organisations to take a strategic focus
- developing community-based outreach work
- capacity building amongst smaller (sometimes very small) minority ethnic communities

Social isolation is a current feature which characterises the lives of rural minority ethnic households. In rural areas, we are still talking about families and households rather than communities (for ease the term "communities" has been used throughout this chapter). Some of these families are extended, but continue to live in areas with very small populations, without the community links that their urban counterparts experience, and where segregation between communities is often more pronounced. Lack of contact with other minority ethnic communities, support networks, and their vulnerability to experiences of racism and stereotyping, serves to heighten their feelings of social isolation. Minority ethnic communities do actively try to overcome their isolation and will travel to larger cities to access specific services and to engage in activities which help them to maintain their culture and identity, such as Jewish children attending Hebrew classes in larger cities. However, this is not always achievable. Women from BME communities are likely to be more isolated due to a lack of transport and spending more time at home due to their caring role. Language and communication can also be a problem, particularly in rural areas as there has been limited or no language support Initiatives. A recent local project in a small city, which recently developed a programme of engaging women as a means of developing their confidence and assertiveness,

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[6] *Nizhar 1995, de Lima 2001, Kenny 1997, Suzin 1996.*

and their ability to engage actively in the local society, is an example of the type of work which needs to be done. The reduction of long-term funding for Race Equality and BME organisations will be a factor in sustaining future successes and engagement of those groups.

Individuals employed to undertake rural race equality work often find themselves over-whelmed by the demands made on them to keep up with new initiatives and an ever-increasing workload, and are often isolated and without a support network. In order to sustain and support work in rural areas nationally, it would be appropriate to develop a national network (which can be virtual), to take on a strategic approach and collaborate on:

- networking and sharing of good practice amongst practitioners and policy makers
- developing a voice for those living in rural areas
- influencing policy and strategy on rural race equality matters
- providing a benchmark for 'good practice'
- developing and provide training resources
- adopting new technology to enable networking across rural areas in the UK.

Members of BME communities are engaged in the 'community' through a range of voluntary work without using the terminology that politicians use to label people and initiatives. Instead, they view their actions in terms of their duty and contribution to their communities. These attitudes are informed by their cultural traditions - something that both the mainstream voluntary and public sector do not always recognise and value in terms of volunteering.

Policy initiatives still do not include the rural BME perspectives – and this legitimises the ignoring of rural BME communities. The rurality debate does not include the Race Equality and BME agenda, BME communities need to be empowered to engage. Initiatives must not just be dominated by the strongest and loudest voice at the expense of the BME voices.

Local initiatives need to empower grass-roots communities and hold the public sector accountable to ensure that:

- the public and other sectors meet their obligations with regard to the needs of minority ethnic communities and groups in rural areas
- a 'needs' based approach is used
- minority ethnic groups are included in consultations about rural developments
- rural areas are accessible to minority ethnic

groups for leisure and recreation purposes
- race equality policies and initiatives are evaluated and monitored

There needs to be a sustained campaign to ensure that rural Black and Minority Ethnic communities do not continue to remain 'invisible'. In order to influence decisions at a local level, priority should be given to the following elements:

- capacity building amongst black minority ethnic communities and helping them to network
- the use of new technology and social media needs to be explored and utilised
- combating racist/ negative stereotyping and racial harassment/ discrimination and providing support for minority ethnic households
- developing a 'needs' based approach
- increasing the voice of ethnic minorities
- ensuring that minority ethnic people are empowered and engaged appropriately on rural issues using innovative forms of consultation
- adopting a 'holistic' approach to race equality in rural areas
- developing local solutions and structures
- rural race equality work should take into account the overall rural policy context.

Conclusions

Referring back to the summary of challenges identified in 1999, one can argue that they still need to be addressed. One change is new technology and social media (engage with problems of isolation/alienation and how new technology might help overcome these problems). Rural BME communities and professionals need to adopt these tools to reach out and engage with the wider community, both locally and nationally. But they will also need some capacity building of their communities.

Initiatives should ensure that equality is at the heart of the programmes and not an after-thought. The various delivery partners must ensure that this is structured, connected, and managed through clear advice and guidance that includes BME communities and Race Equality issues locally. We need to be careful that racism does not increase further in rural areas. BME communities need to have their voices heard. They must find a way to engage in the current agenda in a way that is meaningful to their concerns in order to ensure that the BME communities' contributions are recognised and valued in their society. Rural Society is for, and about, everyone in the community, and not just the few. We all have to take responsibility for our communities.

Case Study 2.2.1:
MOSAIC in Wales

Rural communities as a whole suffer from problems of access to services. Minority ethnic people in rural areas are doubly disadvantaged due to experiences of racial discrimination in a wide range of contexts, for example, in accessing employment, health, social and leisure facilities.

Initiatives such as **MOSAIC** (the Campaign for National Parks) have run successful programmes, which have engaged BME communities These initiatives have resulted in an organisational culture change in the National Parks and the development of community champions.

Mosaic in Wales project, which ran between 2012-2015, supported people from black and minority ethnic groups (BME) living in Wales' towns and cities to learn about National Parks and promote them to others in their community. 'Community Champions' were recruited among adults from or linked to BME communities, willing to work as volunteers. Community champions should have a passion for Wales' stunning countryside, want to get to know it better and share that passion with others. 68 Community Champions we recruited are still working closely with the three National Parks in Wales.

Community Champions promote the National Park to others in their community through organising visits and helping others learn about how to access it. During the project, full training was provided, tailored to each individual champion. Many Community Champions have formed groups, which they use to support each other to continue their work as volunteers.

Some of the activities the Community Champions have organised included an away weekend for people with learning difficulties in the Brecon Beacons, staying at a youth hostel and trying out different activities as well as just enjoying the fantastic scenery, peace and quiet. Champions across Wales continue to be involved in National Parks in a range of ways including organising mindfulness walks, organising community visits, and taking part in National Park events.

Visit the project's resource centre for downloadable information about Mosaic, including the project evaluation and information on the impacts that using National Parks had on Champions and their communities. http://www.cnp.org.uk/mosaic-resource-centre

We partnered with the Brecon Beacons, the Pembrokeshire Coast and the Snowdonia National Park Authorities and the YHA to deliver Mosaic in Wales.

2.3 Inclusion and Exclusion of Immigrants and Refugees in Hungary

The historical evolution of minorities and migration in Hungary

Hungary was established as an independent state by the Treaty of Trianon, a peace agreement between the Allies and the Kingdom of Hungary that ended World War I, in 1920. The treaty also defined the new borders of Hungary, which thus lost more than 2/3 of its territory, and more than half of its population. These "lost" areas possessed a majority of non-Hungarian population, but a considerable number of Hungarians were also left outside the border under a foreign authority (around 30%)[7]. Within the old borders numerous ethnic minorities, were present: 16% Romanians, 10% Slovaks, 10% Germans, 2,5% Ruthenians, 2,5% Serbs and 8% others. Although the 1910 census, which produced a record of these minorities was criticised, because native people were classified as such on the basis of language and religion, it provided proof of a multi-ethnic and multi-cultural society.

The peace treaty had numerous political, economic and social consequences. After the border changes, the percentage and number of non-Hungarians declined sharply. According to the 1920 census, 10% of the population belonged to a minority group, (mostly Germans, but also Slovaks, Croatians, Romanians, Serbians, Slovenians). In the next decade, the percentage -and absolute numbers- of all non-Hungarian nationals decreased even further, reaching 8% in 1930 and 7% in 1940.

Thus, Hungary became quite a homogenous nation after World War I and the peace treaty. After World War II, during the communist regime, the borders of Hungary were closed and there was not an issue of migration in prac-

tical terms. After decades of introspection, the borders of Hungary were opened after 1990, and a new period of migration was experienced in the country. The immigration processes after the democratic transition, can be divided into four periods or waves. The first wave was the immigration of Hungarians from Romania, who spoke the same language, and had the same culture and religion. The second wave was triggered by the Balkan war, but most of the refugees returned to their countries after the war. The third wave consisted of economic immigrants from, mainly, western European countries. The fourth wave can be referred to as "real" migration, motivated by the prospect of a better life, escaping from wars or political harassment. However, Hungary basically remained a homogenous nation, as ethnic minorities still form a fraction of 7-8% of the country's population, according to the last census of 2011, with the biggest minority group being Roma, and Germans being the second.

The integration process and the role of NGOs

The case studies that follow this chapter present two different instances of migrants' relations with the host communities. The conclusions from these instances are that the attitudes of the host communities are of vital importance for the integration of the newcomers, as well as the local inhabitants' perception of the benefits the newcomers bring to the community. The intention of the migrants to settle in the host community for good is a significant factor for their integration, but alone it is not enough The sharing of the local life and the use of local facilities, especially education, seem to be an important factor.

Therefore, it is important to examine how the relationship between the newcomers and the local residents develops, whether the newcomers want to be integrated in the local

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[7] *Kocsis – Kocsis-Hodosi, 1998.*

society and how such integration can take place, so that the community's cohesion is maintained and strengthened. Being integrated in a local society means more than just knowing each other's values and adapting to the community's norms: it means establishing interaction, cooperation, trust and solidarity between the indigenous members of the community and the newcomers.

When integration is achieved, the newcomer wins a place in the community and its future becomes important for him/her. The newcomers take part in the life of the community and become included in it. We can also talk in this case about empathy with the community and the shaping of local identity. This process cannot be realised within a short period; developing a local identity can take many years. Factors that determine this process are the will to be integrated from the side of the newcomers, and the readiness to include them in the community from the side of local residents. There are many aspects that can influence the social integration process and make it faster or slower, such as:

- the size of the local community (population)
- the ratio of immigrants vis-a-vis the local population
- the "social distance" between immigrants and locals
- the presence of family relations and friends of immigrants
- he structure of the local community
- the use of the social infrastructure and services of the community by the immigrants (education, health services, etc.)

- the reticence or openness of the local community
- the differences in culture, languages, ethnicity
- the existence of former stereotypes and preconceptions among the members of the local community.

Local NGOs can play a particular role in the identity-building and integration process, as a community-organising force, capable of bringing together people who share common values, aims and goals. They can also play a significant role in building the civil society, by mobilising and activating people; by strengthening the ties amongst the community members, emphasising civic responsibility, solidarity and trust.

To encourage integration, local NGOs usually embark in two types of activities:

- Firstly, they organise cultural events and social activities which mobilise and bring together the members of the community (locals and newcomers too). These activities help to raise the awareness of the community members, regarding the responsibilities they all have to share; and give the community space to meet, to get to know each other, build trust, and formulate relations and cooperation.
- Secondly, NGOs can provide a starting point for identity building. Inviting newcomers to join them as members or volunteers can strengthen social bonding between the old and new members of the community and create an opportunity for becoming involved in issues that concern the community.[8]

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[8] Nárai, 2012.

Case Study 2.3.1:

A particular example: the extended suburban zone of Bratislava in Hungary

The existence of urban agglomeration zones near big cities, and the suburbanisation process is not a new phenomenon. However, it is rare for a large city's agglomeration zone to cross a border as well. In this example, we examine the case of the capital city of Slovakia, Bratislava, the agglomeration zone of which crosses the Hungarian-Slovak border. As a consequence, many Slovaks have settled in Hungarian villages and smaller cities, being literally immigrants. This case study focuses on how the Slovaks (as incoming immigrants) have (or have not) been integrated in the life of the Hungarian settlements[9].

The suburbanisation of Bratislava started in the late 1990s, but the nearby Hungarian settlements only became a migration target after 2004, when the two countries joined the EU, and the borders between the countries opened. Most migrants moved to Hungarian settlements during the years 2007-2009. The main motivation why Slovaks chose these settlements is very simple: the reasonable, more affordable prices of real estate (mainly family houses), and the cheaper life, as well as the attractive environment and the proximity to nature.

The results of a survey carried out in 2010 in the cross-border zone of Bratislava's urban sprawl appear below.
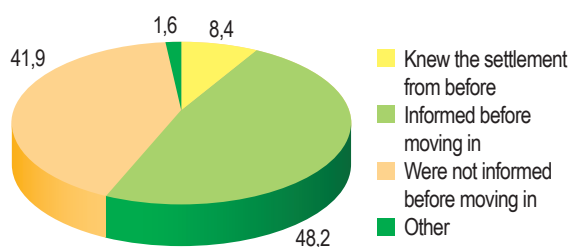

Figure 1: Inquiries made by the newcomers about their new place of residence,

Source: Nárai, 2012

The figure above shows limited knowledge of the migrants about their new place of residence, thus refuting a common belief that a decision to move to another country is based on conscious and planned decisions. The majority of the newcomers are Slovak, and half of them, who moved to Hungary, did not even speak the language. However the immigrants did not see the language as an obstacle, and about 60%

did not state any communication problems. It is also interesting to note how they felt about their integration in the local communities, and the reaction of the host community: 80% stated that they were positively received in their new environment, and only 5% had negative experiences in this regard. 13% of the newcomers do not have any contacts with the local residents. (Figure 2)
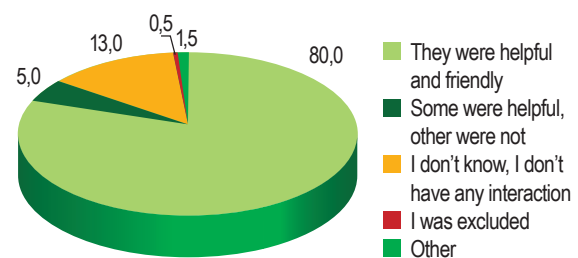
Figure 2: The reaction of local inhabitants

Source: Nárai, 2012

According to the opinions of mayors of the host settlements, most immigrants do not really want to be integrated. Some of them, who enrolled their children in the Hungarian nursery or school system, have made the first big step towards integration. However, most of them still go to work in Bratislava, and take their children to Slovak educational institutions, or use the Slovak healthcare system.

The above show that the integration process has been partially successful. Those who still work and use the services of Bratislava/Slovakia, do not really take part in the life of their new community. Those who use the local school system, have made a significant step towards integration. However, it also needs to be stressed that, for the integration process to show results, several years are needed.

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[9] This example is based on the study of Márta Nárai: Inclusion – Social integration of newcomers settling in suburban settlements, 2012. Original title: "Beilleszkedés, befogadás – A szuburbán településsekre beköltözők társadalmi integrációja".

Case Study 2.3.2:
A refugee centre in Hungary – an example of lack of trust from the local community

Since the emergence of the European refugee crisis, Hungary has had to face a large flow of immigrants. Although, in most cases, the immigrants do not want to stay in Hungary, the country had to prepare for and handle the situation. As thousands of people arrived in Hungary, waiting for the onward journey to Western Europe (mainly to Germany or Sweden), the government designated "transit zones" at the big railway stations in Budapest, as well as established 12 refugee centres. One of the refugee centres is in Vámosszabadi. The following case study is based on an interview made with the mayor of the settlement.

The village is located in the suburban zone of Győr, and lies close to the Slovak border. The village currently has 1.600 inhabitants, and during the last 20 years the population has grown three-fold. There was a military camp outside the village used by border guards before 1990, but after the democratic transition and the opening of the borders it was abandoned. Five years ago, the Ministry of the Interior decided to establish a refugee camp in the village using this building. Before making the decision, there was no communication between the ministry and the local government or the citizens. Demonstrations started against the refugee camp: the mayor collected 1.300 signatures, and protested against the camp. Despite all these actions, the camp opened five years ago.

The refugee camp can host 216 people. However, it has become overcrowded, and nowadays there are more than 700 people living in the camp. The centre is open, and refugees can move without any restrictions. The refugees arriving in Vámosszabadi do not want to stay in Hungary, and generally they stay in the camp for 3-5 days. As a consequence, they do not want to be integrated in the community. The local residents constantly protest against the camp, and they do not want the centre and the refugees in their neighbourhood. They do not want any communication or any connection with the refugees and they also are afraid of them. The local inhabitants are mainly afraid of unknown diseases and they are worried for their children.

As the mayor of the village declared, the local government does not build any connections with the refugees, although they do feel

sympathy for them, especially for the families. There are several civil organisations operating in the village. However, they have never looked for any opportunities to cooperate. The situation can be described by the lack of confidence, from both sides, and this prevents any kind of approach or integration process.

Regarding the operation of the refugee camp, one negative and several positive outcomes can be established from the viewpoint of the village. It is a negative fact that community transport is overcrowded due to the many people living in the camp. Although, the number of crimes, burglaries, and robberies did not increase in the examined period, the mayor sees the growth of the refugees' number as a potential threat. Positive outcomes also occurred for the village: the police station was strengthened, a security camera system was installed, and the village received more financial support.

There is another side to the integration, as the mayor of the village said: "We are an inclusive community. Several Ukrainians and Slovaks live in our village, who have been integrated in the community, and they also participate in the events organised by the village. They speak Hungarian, and some of them are members of civil organisations. They live here, they have their job and their home here."

As the case study of Vámosszabadi shows, the lack of confidence between the immigrants and the local community can be the main obstacle in the integration process. As long as the local society is not open, there are very little opportunities for communication between the two groups. The confidence should be increased, and rural civil organisations could play a decisive role in this regard.

2.4 Policies and practice of integration in Greece

Integration policies

Greece, like other countries of the European South, has become the recipient of illegal immigrants over the past 30 years. Today, following three official procedures of mass legalisation (in 1997, 2001 and 2005) there are around 520.000 permit-holders (according to 2010 statistics). A number of children of immigrant parents have been granted Greek citizenship, provided that they met certain requirements set by the official Code of Registration.

Greek immigration policy (based on short-term residence permits that must be constantly renewed) has not allowed a coherent strategy of integration and inclusion of immigrants to be developed over the last twenty years. Migrants have integrated themselves mainly through the informal labour market. Inflows of migrants have been mostly composed of Albanians and citizens from countries of the former Soviet Union (Ukraine, Russia, Georgia); many of the latter came from communities of Greek origin. The increased GDP and the prosperous Greek economy in the early 2000s allowed for an easier integration of these migrants into Greek society.

The official integration policies, described in the National Plan "Estia", started to yield considerable benefits for the migrants, supported by the creation of the Directorate for Social Integration in the Ministry of the Interior and its efficient administration of the "European Fund for the Integration of Third Country Nationals" in the framework of EU financial support for the "Solidarity and Management of Migration Flows" in 2008.

The above EU-supported programmes implemented during the first financial period 2007-2013 (approximately 80) were complementary to those supported by national funds and other European programmes. The Ministries with responsibilities for Education, Training, Labour, Health and Social Security were all involved, since integration is a horizontal policy covering all areas of socio-economic and cultural life. These programmes were also complementary to civil society initiatives carried out by NGOs, migrants' associations, research centres etc. on a voluntary basis.

Although integration policies have always been designed at the national level, integration is actually achieved at the local level and implementation initiatives still remain at the discretion of local authorities and are dependent on the voluntary actions of local organisations or individuals. The establishment of "Councils for the Integration of Immigrants" at the municipal level was a step towards more systematic localisation of the integration process, although so far they have not shown notable results.

In the framework of the new European Fund for Asylum, Migration and Integration for the period 2014-2020, the emphasis has definitely shifted to the local level and the implementation of integration actions according to the specific needs of each area, providing additional funding opportunities through European financial mechanisms, such as the European Social Fund or the Cohesion Fund. Integration structures have also been created in municipalities with a high concentration of immigrants, in order to serve as one-stop shops for immigrant reception actions.

The integration of immigrants in rural communities and the rural economy

We come now to examine more specifically the integration of immigrants in local societies and their contribution to the development of the primary sector, and especially agriculture. The conditions prevailing in the Greek countryside during the initial years of the arrival of migrants, and especially those concerning agricultural employment, favoured the integration of the incoming migrant workforce.

After a period of substantial growth of the rural income as a result of the EU Common Agricultural Policy and national policy in the 1990s, the competitiveness of Greek agriculture receded. European pressures for structural reforms, modernisation and rational management of EU funds, paved the way for the recruitment of a large seasonal migrant workforce in the beginning, and the establishment of a permanent migrant workforce later on. This coincided with a massive exit of Greeks from agriculture, following a sharp drop of farming income in rural areas, and the emergence of more attractive opportunities for young people in the service sector, promising improvement of living standards and higher education levels.

Young Greeks in rural areas were reluctant to engage in seasonal, unstable and low-paid farm work. Thus, like in other southern European countries, labour shortages became commonplace in agriculture. This labour deficit was remedied by an influx of Albanians, citizens from other Balkan states, and later Asians, which actually led to the revival of the agricultural sector and rural development. The 2001 Population Census revealed that among the 21.4% of the rural population who had immigrant origin, the majority (17,7% of the population) worked in the primary sector.

The immigrants provided cheap labour, helping to maintain the low production costs of agricultural products and therefore increased the competitiveness of Greek agriculture and the viability of small farms, which were declining sharply during the agricultural crisis of the 1980s. It should be noted that agricultural holdings in Greece are small (up to 4,5 hectares) and fragmented, thus limiting their profitability. Despite the fact that family labour was substituted by paid labour during that period, there is strong evidence that the relationship between indigenous and migrant workforce remained complementary, and did not create conflict or competition in the local labour markets.

Also, due to the low wages paid to immigrants, Greek farmers were able to invest in equipment and rationalise production. Given the contribution of immigrants to the primary sector, and the common work ethics shared between the Greeks and – mostly – the Albanians and other Balkan agricultural workers, their integration into local communities has been smooth, mainly based on interpersonal relations and mutual trust. The lack of competition and the absence of intermediaries has aided such integration.

Early immigrants in rural areas have learned the Greek language, have become economically and socially integrated to a large extent and have been accepted in the local communities. It remains to be seen whether the Greek society will be able to incorporate the "second generation" immigrants who tend to follow the standards of their fellow native Greeks and seek employment in sectors that offer higher wages, security and prestige. In order to achieve sustainable development in rural areas in Greece, the long-term restructuring of agricultural production must be complemented with better living conditions for both indigenous and migrant populations. However, restructuring, as well as the integration of "second generation immigrants" and immigrants from Asia and Africa has been impeded by the economic crisis in the country over the last five years.

Since the spring of 2009, all economic indicators in the country have declined. The recession and job insecurity, due in particular to rising unemployment, which now accounts for more than 25% of the working population, had extremely negative consequences for the low-skilled and low-income workers, among which immigrants predominate. The employment of immigrants has been affected much more, compared to that of the indigenous population. In rural areas, the decline in paid employment after the onset of the economic crisis fell by 15-20% amongst agricultural workers and those in household service occupations, such as cleaners. Widespread unemployment has, for the first time, created competition between Greeks and immigrant rural workers, which sparked tensions in their relations as well as xenophobia and racism, phenomena previously blunted in the rural space, although they typified the urban communities and the impersonal relationships between different ethnic and social groups.

Despite this, the participation of immigrants in local rural labour markets seems to be still strong, as the local indigenous workforce has not yet turned to manual, low-prestige and low-income jobs. Problems, however, are likely to emerge in the near future, given the massive influx of asylum seekers from conflict regions and/or countries with authoritarian regimes, who try to escape poverty and human rights violation. Such problems refer to whether continued acceptance or tolerance will be shown for the migrant population and especially the second generation of migrants by local societies.

Part of the emerging problems are stimulated by the media, which greatly influence public opinion. Media reports often make the immigrants and refugees the "scapegoats" for the

current problems in Greece, implying that halting migration flows and expelling asylum seekers would automatically rid the indigenous population of the burdens of economic recession and unemployment, ease the pressure on the welfare state, and reduce crime. The social integration of immigrants also raises issues of national and cultural identity. The attitudes of the general public are impacted by their perception of Greece as a multicultural or mono-cultural society. Rural communities are more resistant towards multiculturalism compared to urban communities. The drastic change of the migrants' profile in the country in recent years, due to inflows of immigrants from sub-Saharan Africa, Syria and Afghanistan, has increased such resistance, which is expressed as opposition to extra migratory flows, on the grounds of the threat they pose on the national identity and social cohesion of the indigenous population. In general, one may argue that local societies are characterised by a selective attitude towards the integration of migrants, which is defined not so much by objective factors, but by prejudice and atavistic fear.

The recognition of the economic and social contribution of migrants stems mainly from the feelings of local communities, i.e. the awareness that the sustainability of agricultural production, and hence of the local communities depends on foreign labour. Until the outbreak of the economic crisis in Greece, the integration of immigrants, particularly in local communities where the supply of immigrant labour was meeting the demand, led to win-win situations and prosperity, in spite of some institutional barriers and prejudices. However, we should note that prejudice is an important factor in the process of integration and is often defined culturally: the Balkan neighbours and Eastern Europeans are more easily accepted to the community compared to Asians or Africans.

Conclusions

The arguments for the evaluation and recognition of the contribution of migrants in the economy of the rural areas of the country but also more generally for the strengthening of the social cohesion at local level, become meaningful only if integration is a two-way process, implying mutual adaptation of both the migrant and indigenous communities. Up to the onset of the economic crisis in Greece, the net result of the integration process was positive, based on interpersonal relations between locals and newcomers and on the balance between labour demand and supply, which led to win-win situations despite the occasional institutional

obstacles and prejudices.

The question from now on is how far the development of the national economy would encourage an innovative, restructured primary sector which would be attractive to both migrant and indigenous workforce, so that the first condition of integration, namely access to the local labour markets would be realised. The migration and integration policies of the country are also crucial in encouraging all relevant organisations, including the media, to make an effort to objectively assess the contribution of migrants in all sectors of economy, society and culture, leading to the fight against xenophobia and racism and eliminating the negative stereotypes that undermine the harmonious coexistence of Greeks and migrants.

The rationalisation and wise planning of migration policies combined with a new model of economic development, including the restructuring of agriculture, can lead to options encouraging the contribution of migrants to the economic development of the country and facilitating the exit from the crisis, ensuring the peaceful coexistence between the indigenous and migrant communities. The local authorities are invited to play a very important role in the integration process: their direct communication with local societies but also with immigrant communities, enable them to create conditions conducive to maximising the contribution of immigrants to the local economies and ensuring the harmonious coexistence and mutual respect and trust of both communities. Finally, it is worth noting that the problems associated with the presence of immigrants in local communities often reflect existing malfunctions and dark sides of the host societies, accentuated by the economic crisis.

In today's "global village", which is characterised by the mobility and exchange of populations, multiple challenges but also opportunities are offered. Migration presents both a challenge and an opportunity. Effective management of immigration can turn it to a "locomotive" of development. Poor management will just prolong the problems. Local societies must face their responsibilities, mobilise their decision making structures and agree on a model of local development which explicitly includes the integration of immigrants. Working together is the only way to succeed, regarding both the recovery of the national economy, and the sustainable development and prosperity of rural areas.

Case Study 2.4.1:

Praksis and Stegi Plus (+), Greece

PRAKSIS is an independent NGO, based in Athens, which develops and implements humanitarian programmes and medical interventions. Its main goal is to eliminate the social and economic exclusion of vulnerable social groups and to defend their personal and social rights. The main target groups with which Praksis works include the Greek poor, the homeless, asylum seekers and refugees, unaccompanied minors, trafficking victims, sex workers and more.

STEGI PLUS (+) is one of several programmes currently being implemented by Praksis. It is funded by the European Economic Area (Iceland, Liechtenstein and Norway), within the framework of the SOAM Programme – Supporting Organisations that Assist the Migrant asylum seeking population in Greece – and with the International Organisation for Migration acting as fund operator.

The programme aims to create accommodation centres for vulnerable groups and unaccompanied minors in particular. The centres provide a stable and protected environment for such individuals with the aim of preventing any form of exploitation. Praksis has been collaborating with the International Organization of Migration in order to facilitate the voluntary repatriation of unaccompanied minors in cases where their parents have already settled and live in a European country.

However, the main goal of the project is to integrate the individuals into Greek society by placing a special emphasis on providing key services at the centres. These include psycho-social and medical support, mediation services, legal advice, tutoring in Greek, interpretation/mediation, intercultural activities, recreational activities, job advice, and providing basic needs such as food, security and education.

The centres are located in Athens and Patras. The Athens accommodation centre has a capacity to host 30 unaccompanied minors and Patras accommodation centre can host 30 unaccompanied minors and 40 people from vulnerable population groups. By the end of the implementation period, 150 vunlnerable people in Patras and 300 unaccompanied minors in both Athens and Patras will have been accommodated. To read more about Praksis, visit the following website: http://www.praksis.gr/en/

Case Study 2.4.2:
KEAN (Cell of Alternative Youth Activities), Greece

KEAN is an inclusive youth society, based in Athens, with the main aim of pursuing activities that improve the quality of life of youths and protect the environment. In particular, KEAN supports social minorities and disadvantaged social groups in their fight against discrimination, racism and violence.

In the summer of 2015, KEAN participated in a project to create centres which provide information, raise awareness and offer counselling to immigrant mothers. The project was funded by the European Integration Programme and created centres in eight of the largest cities in Greece (Athens, Thessaloniki, Ioannina, Patra, Heraklion, Volos, Messini and Serres), where a series of information workshops where held. KEAN was responsible for the centres in Ioannina, Serres and Messini.

The information centres provide the following services to immigrant mothers:

- Counselling and mediating services on how to access health services and social insurance, as well as information about education centres where they can learn the Greek language.
- Counselling and mentoring from career advisors on how to enhance their skills through non-formal activities, and prepare themselves to enter the labour market.
- Advice from lawyers regarding their legal status and residence issues.

The children of immigrant mothers also benefit, participating in creative activities such as music, dance, painting, theater games, intercultural game etc. while their mothers attend the information sessions described above.

More specifically, each centre held four informative weekly "cycles" of thirty (30) hours each. In each weekly cycle, 20 immigrant mothers with their young children participated. For this purpose, each centre employed a scientific team of 6 members, consisting of a social worker, a labour consultant, a legal advisor, an animator, an operating officer and the centre's manager.

During these informative weekly "cycles", meals based on the Mediterranean diet were offered to the participants.

The ultimate goal of the project is to mobilise immigrant mothers so that through their active participation in collective organisational forms, such as migrant organisations, cultural associations etc., communication and networking channels will be formed with the local society.

Case Study 2.4.3:

The Greek Forum of Migrants

The Greek Forum of Migrants (GFM) is a network of approximately 40 immigrant organisations and communities, which was founded in Athens in 2002. It is a form of migrants' self-organisation based on a collective action plan and formed through ongoing consultation. Its main objective is to represent and empower immigrants and their organisations and communities in Greece with the aim of gaining equality, inclusion and participation in Greek society. GFM addresses the problems faced by immigrants both individually as well as collectively. It also represents immigrants and their organisations in public debates and works to develop collaborations and joint actions with NGOs, trade unions and other organisations in Greece and abroad.

The actions of the Greek Migrants Forum include addressing the issues faced by second generation migrants in Greece, providing training to migrant communities on how to self-organise, and offering individual and community-based advocacy relating to immigration, developing collaborations between migrant groups and NGOs and promoting multiculturalism whilst combating racism and xenophobia.

Between November 2014 and August 2015, GFM cooperated with the Norwegian Centre Against Racism to implement a project entitled "Fight hate crime now". The Forum was also funded by Iceland, Liechtenstein and Norway under the "We are all Citizens" programme, for which the Bodossakis Foundation is acting as fund operator. Due to the lack of a national system to effectively address hate crimes in Greece, the project aimed to increase the role of migrants in monitoring racist violence throughout Greece – identifying the victims and detailing the consequences and negative effects for the victims of these crimes. You can read more about the GFM and this project by visiting http://www.migrant.gr/
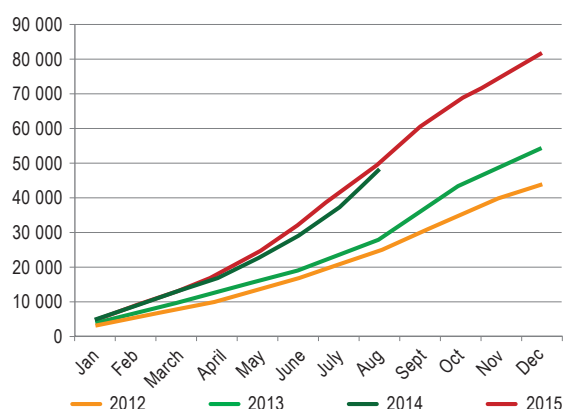

Celebrating the World Migrants' day

2.5 Integration strategies in Sweden

The Swedish working group on Social Inclusion of Refugees and Immigrants

In 2014, Sweden was the country which accepted the highest number of immigrants per capita in Europe according to UNHCR. The graph below shows how the numbers of asylum seekers in Sweden have risen since 2012.

It is clear that the numbers of immigrants and asylum seekers in Sweden are rising rapidly; and with the current inflow of people fleeing war and terrorism from outside of the European Union, the numbers will continue to rise.

A problem associated with the large inflows of immigrants into Sweden is the fact that most of them end up in urban areas. This inevitably leads to difficulties with housing and unemployment. At the same time, 60% of Sweden's municipalities are decreasing. Rural areas are struggling to keep their schools, shops, healthcare and other services. Houses are left empty and businesses are crying out for additional workforce.

With this in mind, the Swedish National Rural Network has created a thematic working group on Social Inclusion of Refugees and Immigrants. The group brings together a broad variety of different members, including the Swedish Board of Agriculture, the Swedish public employment service, private experts, the Federation of Business Owners and even the Swedish Football Association. The purpose of the project is to share the knowledge, experience and interests of immigrants with the rural areas of Sweden. With this in mind, the group has identified the following priority areas to focus on:

- Mapping out the situation and the potential for the new people that arrive as well as the possibilities in rural areas. In Sweden there is a great demand for local produce and handicrafts. The task is to match people born in foreign countries and their interests and competence with the demand from Swedish consumers.
- Encouraging the civil society organisations active in rural areas to share any examples of successful integration methods. The Swedish Football Association for instance is working actively with integration of immigrants and they are represented in most villages.
- Raising awareness among employers to help immigrants into internships and work. At times it can be a problem with the infrastructure in rural areas and in other times there can be a lack of knowledge or a fear of hiring people from other cultures or who speak other languages.

Local strategies: a project-based approach

A number of projects funded by the Swedish Rural Development Programme, where refugees and immigrants have been given training and later employment in industries based in their area, constitute good practice examples, which have a lot to teach us. We will examine below the success factors of these projects.

Common to all these projects is that they are based on a strong commitment from all parties involved. Key success factors for achieving the objectives of the projects included

dedicated project managers and coaches, work experience from smaller companies, good cooperation between actors, good knowledge of immigrants' situation in Sweden, the ability to use resources that already exist, good language practice; and for the target group well suited jobs, good knowledge and good contact with rural businesses and a good match between business needs and participants' skills.

The projects show that there are opportunities to implement education, training and other project activities that lead to employment for foreign-born immigrants. Based on the reported project experiences, a number of measures are suggested, which could facilitate integration in terms of labour market participation of foreign-born people in rural areas:

1. Clarify the rural needs and opportunities for the target group
There are several testimonials about the need for rural labour. It was important to establish that there are jobs in rural areas and a real need for workers.

2. Increase public authorities' knowledge of the countryside
Several of the projects reported that the knowledge of rural jobs in agriculture, horticulture and forestry is generally low within the public employment services and in other authorities.

3. Secure the resources in projects for project management and coaching
Project management and coaching are essential components of the projects which have to appear in the project structure. Another factor is the time required for the selection of participants and coordination between the equal players. Training and support is important for the overall implementation and should be regarded as core business.

4. Clarify the economic gains
Clarify the economic benefits of starting a job to people with unemployment benefits and income support.

5. Facilitate access to the countryside
Make it easier for the target group coming out to the countryside by, for example, sponsored bus passes, subsidised driving lessons and the opportunity to own a car despite maintenance support.

6. Set up meetings between the Swedish-born and foreign-born
The projects have a function as meeting spots that can lead to networks, which are positive both for the labour market and for rural life in general.

7. Invest in language training
Language skills are a clear success factor and necessary for immigrants to understand the various tasks and safety issues at the workplace. Training in "Green Swedish" (words used in agriculture, etc.) can be valuable.

8. Mix training and practice
A mix between education and practice gives good results. Agricultural and gardening schools are valuable in that they have the option for training hosts for the internships.

9. Matching skills with needs
Several projects have a careful selection process for recruiting the participants. A good knowledge of the participants' backgrounds is useful when matching to the appropriate tasks at the workplaces.

10. Use existing venues
Continue to identify tasks that can be found in existing organisations and contexts. It may be found in a LEADER project or in other projects within and outside the rural development programme.

11. Targeted vocational training
A proposal from the association of agricultural schools is to conduct targeted vocational education at the schools for the target group on a permanent basis. An educational structure is proposed with at first inspirational programmes which then can be followed by appropriate training.

Case Study 2.5.1:
Green Future

The pilot project "Green future" was a 2-year folk high school course designed as an entre-preneurial and vocational training programme, conducted by the Federation of Swedish Farmers at Marieborgs Folk High School and agricultural colleges in Östergötland, from February 2009 to February 2011. Twenty-three participants from different countries and backgrounds were involved from the start. Seventeen students chose a gardening orientation and five chose an agricultural orientation. A total of twenty-one participants completed their studies. More than nine of them found jobs after training, and at least one started his own company.
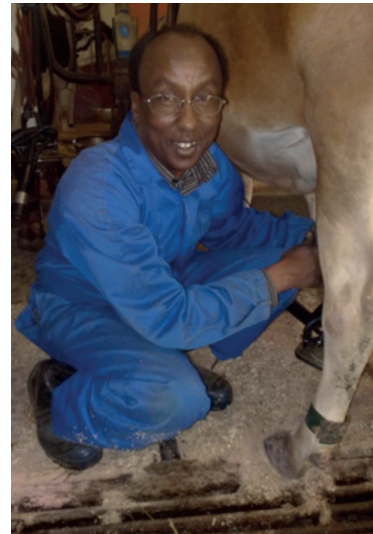
Case Study 2.5.2:
Open Borders, Sweden

A re-parcelling project in Leksand, needed clearance work for the 90-mile new boundary. A collaborative project was started in 2011 between the municipality of Borlänge, the Swedish Forest Agency, the National Land Survey and the employment office. Migrants were trained and hired to carry out the grub-bing operation. A total of 31 people, of which 5 had a Swedish background and 22 had a Somali background, were trained and hired for the operation. Most of the immigrants who partic-ipated in the project have later moved on to new jobs. A new similar project, Open Borders 2, with 13 participants, was conducted in 2012 in Dala Floda.

CHAPTER 3.

The refugee question

3.1 The experience in Scotland: the Scottish Refugee Council

Whilst asylum and immigration are reserved matters to the UK Government, policies which promote and facilitate integration are the responsibility of the Scottish Government, Scottish public bodies and local authorities.

The Scottish Refugee Council, a Human Rights NGO established in 1985, is the largest organisation in Scotland, which provides independent advice and assistance to refugees and asylum seekers. It advocates for and delivers services across Scotland to refugees and asylum seekers in primarily urban but also rural settings. The Council carries out capacity building events and works closely with the Scottish Government and other agencies on policy development and information campaigns.

In 1999, Glasgow was the first city to sign up to the dispersal scheme created by the UK Government with a view to moving asylum seekers away from London and South East England. The Scottish Refugee Council needed to offer advice to much larger group of people (the overall numbers increase 20-fold), and as a result moved its offices from Edinburgh to Glasgow.

The data from the 2011 Census in Scotland revealed that the country had its highest population ever: 5.295.403. It also showed that Scotland's population is becoming increasing diverse, with a higher range of ethnicities and more people being born outside of the UK. Since 2001, the minority ethnic population in Scotland has doubled from 2% to 4%. Due to the country's ageing population, the inflows of young migrants was deemed important to maintain population targets, which are vital for the overall wellbeing and economic growth of Scotland.

> **Some facts from Glasgow**
>
> Data from Glasgow indicates that the city's minority ethnic population was 41.854 in 2001, which represented 7,2% of the population. By 2011 this number had grown to 91.622 – an increase of 119%, which represents 15,4% of the population.
>
> As of April 2015, 3106 asylum seekers were receiving accommodation and financial support in Glasgow. This accounts for 12,5% of all asylum seekers in the UK and 0,5% of the city's population. In terms of refugees, Glasgow grants 500 – 800 claims per year. Approximately two thirds of these refugees stay in Glasgow and there are an estimated 20-25.000 currently in Scotland.

Unfortunately the gender breakdown of refugees and asylum seekers in Scotland is not clear. The UK Home Office provides information detailing only the gender of the main asylum applicant. Any of his/her family members who may enter Scotland at a later date are not included in this information. Estimates state that one fifth of main applicants arrive as part of a family and one third of these main applicants are female. In addition, there are approximately 250 people aged under 18 who have arrived in Scotland without their parents or legal guardian.

New Scots: Integrating Refugees in Scotland's Communities

In Scotland, integration of asylum seekers and refugees occurs from day one. This is the primary integration policy in Scotland and differs from the policies in the rest of the UK. In partnership with the Scottish Government, Scotland's local authorities and refugee communities, the Scottish Refugee Council developed New Scots: Integrating Refugees in Scotland's Communities.

This is a holistic strategy to ensure the success-

ful implementation of integration from arrivals across the domains of health, education, community cohesion, housing and employment.

The vision behind New Scots aims for a Scotland where refugees are able to build a new life from the day they arrive in the country and to realise their full potential with the support of mainstream services, employment and training. The goal is for refugees to become active members of Scottish communities, make a full contribution to society, and develop strong social relationships. In order to achieve these aims, New Scots focuses on coordinating the different organisations which work to support refugees and people seeking asylum in Scotland. It provides a clear framework for the aforementioned organisations and the Scottish Government in order to maximise the impact of the available resources.

The core group which developed the strategy defined integration as "a two-way process that involves positive change in both the individuals and the host communities and which leads to cohesive, multi-cultural communities." In line with the strategy, the Scottish Government, the Convention of Scottish Local Authorities (COSLA) and the Scottish Refugee Council mapped the current refugee integration activities in Scotland, promoted working in partnerships and identified and promoted the adoption of practical solutions to address the integration needs of refugees and asylum seekers. A series of meetings were organised to develop a more strategic approach to supporting refugees and asylum seekers in the country. Every meeting had representatives from service providers, third sector organisa-

tions, local authorities, government directorates and refugees and asylum seekers who provided their views on behalf of the community groups that they represent.

Between December 2012 and May 2013, six thematic meetings were organised which covered themes such as housing, health, education, employment and welfare, community and social connections and the needs of newly arrived asylum seekers. The meetings used the interactive toolkit KETSO to identify what was working well in terms of refugee integration, what opportunities there were for further development and what challenges existed. As a result of the meetings, a number of outcomes were identified that could be delivered over a period of three years, together with action plans on how to achieve them. The groups also acknowledged that there were some goals which would be impeded due to their being outside the competence of Scottish public authorities and bodies, or their high costs. Such goals were therefore not included in the New Scots strategy.

Case Study 3.1.1:
KETSO and GRAMNET

Ketso is a hands-on toolkit for creative engagement, which was invented over two decades ago in Lesotho – a small landlocked country surrounded by South Africa. Ketso means 'action' in the local language, and was originally developed to help people with different language backgrounds and levels of literacy communicate with each other and share their ideas.

Using Ketso is an effective way to structure a workshop and ensure that everyone can participate and be more creative. It is used in 48 countries by over 560 companies with more than 23.000 workshop participants.

How does it work?

To begin with all participants are given a pen and some re-usable coloured leaves. They are then asked to write or draw their ideas on the different leaves, which could for example be in response to different questions posed by the workshop organisers. The participants then add their leaves to a central workspace, which can be rearranged as the workshop develops.

The centrepiece of the workspace shows the main focus of the workshop, and branches coming away from that central area help to structure the ideas into themes. The participants add their leaves to the relevant bench, which then develop into clusters of ideas. Icons can then be used to highlight key points, which allows participants to give feedback and prioritise ideas. These can then be developed into an action plan.

One example of where Ketso has proved particularly useful is at GRAMNET (Glasgow University Refugee, Asylum and Migration Network). The toolkit has allowed the network to bring together practitioners, researchers and refugees, asylum seekers and migrants to discuss sensitive issues affecting these communities in Scotland. By using the coloured shapes to express their ideas and thoughts, participants are able to give their input in a non-threatening way. Those who would usually find it difficult to speak up in a group setting are thereby able to communicate visually if they prefer not to speak. This is very helpful when engaging with refugees, who may feel rather vulnerable and intimated at such workshops.

GRAMNET has also used Ketso as part of its Collaborative Masters Programme – working with Glasgow City Council among others. An innovative project was initiated, in which Masters students lead research actions in collaboration with GRAMNET's partner organisations relating to asylum, migration and refugees. As a result of GRAMNET's use of Ketso to facilitate the many workshops it organises, demand for the toolkit has grown exponentially in Scotland. You can read more about Ketso by visiting the following website: http://www.ketso.com


Source: www.ketso.com

3.2 NGO cooperation and refugees' training and welfare in Turkey

The Turkish Government had initially an open doors policy for refugees, foreseeing that 100.000 people would flee from the border towns. However, around 2 million people from Syria have found refuge in Turkey since 2011. The Government built high quality camps which host 250.000 people, the rest have settled in cities as urban refugees. In 2014, a Temporary Protection Regulation was issued, giving Syrian immigrants a special status, as Turkey does not recognise them as "refugees" legally. International and national NGOs are active regarding issues ranging from food security to education and livelihoods.

Syria: the 21st Century's Worst Crisis

Syria's civil war is in its fifth year with no end in sight. The conflict has claimed an estimated 200.000 lives and driven over 4 million Syrians to take refuge in neighbouring countries, making it the largest refugee displacement since WWII. An estimated 7,6 million additional civilians have been displaced within Syria itself. Currently, 12,2 million people are in need of humanitarian aid in Syria and 5,5 million children are affected by the crisis.
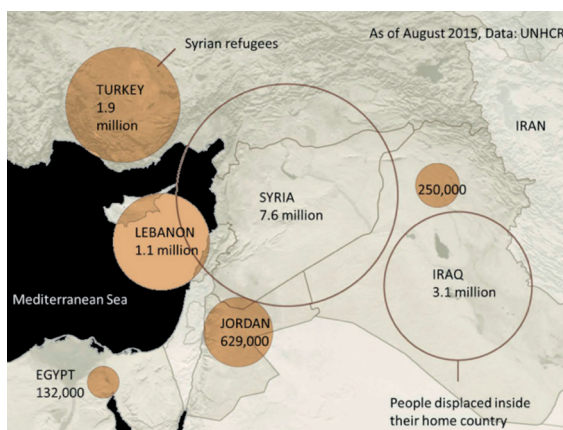
Influx to European Union

Until the end of August, more than 200.000

Refugees had crossed the Aegean Sea in 2015. The current rate is 20.000 people a week (end of August 2015). The majority (69%) are Syrians, Afghans (18%), Iraqis and Somalis fleeing conflict in their countries. Therefore, it can be estimated that the majority of them are entitled to get refugee status in the destination countries.

The main route of the refugees crossing the Aegean Sea from Turkey starts from the Greek Islands, Macedonia, Serbia and Hungary leading to northern European countries such as Germany and Sweden. On September 2nd 2015, a 3-year-old Syrian boy, Alan Kurdi, was found dead at the coast of Bodrum, Turkey. His image made global headlines after he had drowned in the Aegean Sea. This incident brought the refugee issue to the agenda of many governments and citizens.

Initial findings from research have shown that most of the refugees trying to cross the Aegean Sea have entered Turkey only a few weeks before, and are thus using it as a transit country. They come mainly from comparatively "safe" places in Syria, which are under the control of the Assad regime, but suffered poor access to electricity, clean water, food, health and education, which is a problem for the whole country. Yet the main reason for leaving their country seems to be their lost hope for a peaceful and decent future after 4 years of war. On the other hand, many who have settled in Turkey state also their wish to live in the European Union countries, as Turkey, with its temporary protection regime and without a real integration policy, does not provide a vision for the future.

Response of the Turkish Government

Turkey had an "open doors" policy when the crisis started in 2011, expecting around 100.000 people to flee the armed conflict area. It has built high quality camps to host

Syrian refugees, yet the number had increased to more than 1,9 million at the end of August 2015. Around 260.000 refugees are currently residing in refugee camps, whereas 1,7 million live in the cities scattered around Turkey but mainly along the Syria-Turkey border.

The initial response of the Turkish Government was to cover all needs of refugees by itself, refusing help from the international community and expecting the conflict to be over soon. This expectation did not become a reality and in 2014 the Turkish Government asked for foreign aid in order to cover the basic needs of Syrian refugees, including food security and hygiene. According to Turkish Government officials, Turkey spends around one billion USD to cover the needs of the refugees annually.

In October 2014, the Turkish Parliament issued the Temporary Protection Regulation, which has guaranteed some rights for the Syrian refugees for a temporary period to be decided by the Government. According to the Regulation, registered Syrian refugees are entitled to free public health care, free entry to public schools and universities. The Regulation also gave the Council of Ministers the authority to issue working permits and to define the working areas and geography where these permits would be valid. Yet, until today these areas could not be defined by the Government, as general elections and failure to establish a new Government has stalled this process. The practical absence

of working permits affect the resilience of 1,7 million refugees drastically as they have costs such as rents and utilities. This also creates a barrier on the way to social cohesion.

NGO – INGO Response

Many international and national humanitarian aid organisations have responded to the crisis. In 2013, some also gained permission to locate their bases for cross-border assistance in south-eastern Turkey and consequently started to work for refugees in Turkey. These organisations include United Nations bodies such as UNHCR, UNICEF, IOM, UNFPA, WFP and nearly all international humanitarian aid organisations. Disaster Management Directorate (AFAD) and Red Crescent were the main actors affiliated with the Turkish Government. National NGOs include humanitarian aid and refugee organisations, many affiliated with international NGOs.

The initial response was focused on emergency aid, meaning food, security, wintering and hygiene. Psychological first aid and psychosocial support to the most vulnerable such as children and sexual and gender based violence victims followed the first material help. Recreational activities, non-formal and informal education activities were provided at a later stage. Currently the task facing the NGO community is to find innovative solutions for the livelihoods and resilience of refugees and the host community.

Case Study 3.2.1:
Yuva Association's Syrian Refugees Programme, Turkey

Yuva Association (YUVA) was established in Turkey in 2010 with the aim to bring together the concepts of adult education, nature and human rights and conduct advocacy activities and projects. YUVA takes measures for sustainable lifestyles, poverty eradication and democratisation through adult education and promotes participatory teaching methods.

The main objective of the Syrian Refugees Programme conducted since April 2013 is to empower the Syrian community and the local people through non-formal adult education, to develop and implement a psychosocial support programme, especially focusing on Syrians' emotional and cognitive well-being, to improve and strengthen professional skills through vocational trainings and income generating activities, and to increase the dialogue and solidarity between Syrian refugees and the local people through social activities.

In the framework of the Syrian Refugees Programme, YUVA has established two community centres in Kırıkhan and Nizip. Yuva Community Centres provide services under two main headings:

1. Community protection and support activities including case management, awareness raising sessions, social counselling, legal aid, community mobilisation; language courses; computer trainings; skills development courses.
2. Training Activities that contribute to income generation and livelihood of the Syrian population in Turkey including language, ICT, vocational training.

In these community centres there are also spaces for children where YUVA provides early childhood services for the infants of participants and also drama, drawing, and photography workshops for children. An examination of the demographics of the beneficiaries who participate in the activities in these centres reveals that most of them are women. Women compose 73% and men compose 27% of the total people who actively participated. Syrians make up 74% and Turkish people account for 26% of the total people who actively participated.

From 2013 till May 2015, more than 13.000 people have been reached and 8.000 people have actively participated in courses and social activities. In the 2014/2015 period, in the Kırıkhan Community Centre a total of 4,788 people participated in the services offered by the Centre:

- 1.644 youths and adults participated in the language courses regularly.
- 1.158 youths and adults participated in vocational orientation workshops, vocational courses (incl. ICT) and courses in key qualifications.
- 256 children from 3 to 6 years have benefited from the pre-school courses offered specifically for them.

YUVA opened a new community centre in Nizip at the beginning of March 2015. Until May 2015, almost 1200 people had been reached and 600 people actively participated in the activities of Nizip Community Centre. Over a two-month period:

- 188 children (7-14), 49 adolescents (14-18), and 130 adults actively attended language courses.
- 39 adults attended handicraft courses, 20 active participants learnt about nursery assistance, 15 participants learnt about hairdressing, 21 active participants learnt how to sew, 70 (11 youth, 29 children – 30 adults) active participants attended ICT courses.
- 52 children benefited from early childhood services. 11 children and 5 youths attended study support class.
- 14 individuals were referred to Psychological Support and Mental Health Centres. Nizip Community Centre staff received training on psychological first aid, trauma, self-defence, and child protection.

For more information, visit http://www.yuva.org.tr/

3.3 Good Practice Examples from Other Countries

Sweden

Sweden accepted, till other recently, the highest number of refugees of any other European country, and has opted for what might be a unique approach in putting work first when welcoming refugees. Newly arrived refugees and asylum seekers in Sweden are not left waiting in camps or parked in social support systems; instead, they are enrolled in a work integration programme. After their residence status is settled, it is the national public employment service, not the migration board or city council, that helps the refugee to gain a foothold in their new environment. Finding a job is at the core of this.

Skills levels among new arrivals are very varied – and certainly not always low. The skills assessment component of the Swedish integration programme looks not only at formal qualifications but also at employment history, soft skills and other employment-relevant experiences. The refugees also express their personal expectations of the programme and of the assistance they would like to receive from the job advisor at the public employment service. The resulting integration plan respects the refugee as a job-seeker who will take his or her share of responsibility in finding a suitable job.

The public employment service also reaches out to employers, identifying those who are willing to hire refugees and negotiating with those who show less readiness to invest in skills development. Subsidies for work experience posts and preparatory training courses help pave the way to a mutually positive kick-start. Continued assistance after the refugee starts working helps

ensure sustainability of employment.[10]

A strength of the Swedish programme is that it starts parallel paths to training and integrating the refugee; refugees do not, for example, spend a long time sitting in a language course and then start looking for a job but do both at the same time. As its focus is not only on finding a job, the programme also helps refugees to look for appropriate housing, as a thriving labour market usually triggers a higher priced housing market. Since the beginning of the programme in 2012, 8.000 refugees have asked the public employment service for help in finding a place, half of whom were offered a satisfactory match with a workplace. One in four of the programme participants have found jobs or courses of study, an impressive start into improving the labour market integration of over 4.000 refugees in 2012 alone; the remaining three-quarters without placements remain in the integration programme for opportunities in the future.

The Swedish government decided to introduce an ongoing evaluation for the integration programme, to monitor and assess individual success, even if the overall numbers of integrated refugees might be humble in the beginning. It was also decided not to limit the programme by monitoring deadlines or budgetary constraints but exploit it to help establish migration policy as a long-term approach, rather than a quick fix to a temporary phenomenon.

Greece

Greece has been overwhelmed by the number of refugees crossing its borders from Turkey, especially heading towards the Aegean islands, suffering daily loss of life that shocked the world. The first Action Plan for the Management of Asylum and Migration was composed in 2011 and introduced the First Reception Centres, offering services to refugees which illegally crossed the borders. The first Recep-

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[10] Read more at: http://www.fmreview.org/faith/peromingo#sthash.AnrT1hAd.dpu

tion services set targets as follows:

- Informing the migrants and refugees on their rights, especially considering international protection.
- Facilitating their communication with NGOs and international organisations, as well as agents offering legal advice.
- Identification of the members of vulnerable groups, such as unaccompanied minors, unaccompanied women etc, as well as asylum seekers, for immediate attention.
- Placement of the refugees and migrants in shelters for up to 25 days.
- Offer of psychological support.
- Cooperation with the newly founded Asylum Service.
- Identification of the true refugees and prevention of abusing the asylum procedure.
- Facilitation of the voluntary return to homeland.

In addition to the First Reception Centres, a number of mobile reception units were foreseen to operate as emergency facilities in places where First Reception Centres were not planned, especially in the islands.

However, the speed by which the influx of refugees increased made previous plans obsolete regarding the number of the foreseen reception centres and the places included in shelters. Considering that the number of refugees arriving in Greece increased 13 times between the end of 2014 and the end of 2015, the places created in First Reception Centres and the services provided proved completely insufficient. The

Action Plan could not deal with the large increase of the refugee influx, and consequently could not provide solutions. Until a new Action Plan would be composed, including the hotspots that the European Commission promoted, the Greek authorities encouraged cooperation with NGOs that had the capacity to help; and responded to the assistance and support offered by international organisations, such as the Red Cross and the UN Refugee Agency. Some local NGOs, as those connected to the church, for example, offered significant resources to provide food and care for the refugees, and in some cases shelter. The effective coordination of these international, national and local organisations provided to be a big challenge.

Thus, although government policy was slow to develop, the cooperation of the authorities with NGOs, proved of vital importance in offering humanitarian and medical services to refugees. NGOs have also taken action to map the field - including discrepancies as well as best practices – of the state's ability to receive and protect mixed migration flows at the borders. In the medium-term, this would also enable Civil Society Organisations to better understand their role in relation to the actual needs of the target group, in order to be able to provide supplementary supportive activities to those of the relevant authorities. Therefore, the interaction and cooperation of the latter with non-governmental organisations will be further increased. Most NGOs have realised that it is necessary to empower local communities to effectively react to arrivals of third country nationals – particularly in remote areas of Greece.

Case Study 3.3.1:

Alsike Ecovillage, Sweden

Thirty minutes south of the town of Uppsala in Sweden, three nuns have been providing food, shelter and guidance to refugees and asylum seekers for the last thirty years. Their latest project is to develop an ecovillage with the aim of creating meaningful occupations, housing and a self-sufficient lifestyle for the refugees and asylum seekers. The latter work the land to produce their own food and have helped to build eco-friendly houses, as well as conference and activity spaces.

in the surrounding areas. Members also wanted to meet new people from different countries and with different backgrounds. Local environmental groups and professors from the Swedish University of Agricultural Sciences, Uppsala, provide help and guidance concerning the organic farming, which takes place at the ecovillage.

The challenges that have been identified include financial sustainability, time, lack of communication between the project's working groups and the project's unpredictable future. Nevertheless,

At present a total of 45 refugees from all over the world are living at the ecovillage. The project is overseen by a management board and is supported by 50 members from the local community who pay an annual fee. Research has shown that the project members join because of their motivation to help others in need, and their desire to increase awareness of environmental issues

the monastery's large network, the extensive local engagement, the flexibility of the project and its ability to adapt have helped the project's development over time. Funding has been obtained from the EU LEADER programme and the management board hopes to increase the number of refugees and asylum seekers living at the ecovillage in the future.

Case Study 3.3.2:
Orust Island, Sweden

One excellent example where Swedish society has come together in an effort to help asylum seekers is on the island of Orust in western Sweden. There the church, the local football team and other societies arranged different types of meetings like Swedish studies, information meetings, ukulele courses and swimming lessons.

This led to situations where the villagers and the asylum seekers could meet and get to know each other. A survey among the asylum seekers now shows that between 30-40% want to stay in the village. In other areas of Sweden, this figure is only around 10%.

Case Study 3.3.3:
Almasar, Greece

Almasar is a youth organisation based in Athens that promotes the idea of a new generation of Greeks with common problems and dreams.

It has members from Africa, Asia, the Middle East, the Balkans and Greece and its main activities include promoting intercultural mediation and dialogue, providing Greek courses for refugees and organising cultural excursions. Almasar also holds a weekly radio programme on issues such as human rights, refugees and social inclusion.

In the summer of 2015, working together with the Greek Refugee Forum, Almasar recorded and monitored the health of Afghan refugees living in Areos park, in central Athens, and helped coordinate the active participation of ordinary citizens, volunteers and organisations to gather items for them such as clothing, diapers, baby wipes, milk, children's shoes, toiletries and food and water.

The group provided practical assistance for the over 400 Afghan refugees who were residing in the park. However, these actions could only meet the first urgent needs of the refugees and could not fully replace the responsibilities of the local authorities, which were not handling the situation in an effective manner.

The rapid increase of refugee numbers in the area led to public resentment. To try and tackle this issue, Almasar and the Greek Refugee Forum informed the refugees about their options and created a dialogue with local residents in the area and a representative of the municipal department; they tried to explain that the refugees themselves were not the problem, but rather, the problem was created by the lack of adequate conditions for their reception and protection.

Case Study 3.3.4:
The Greek Refugee Forum

The Greek Refugee Forum is a network of NGOs committed to provide assistance and support to refugees who cross the borders to settle temporarily or permanently in Greece. The Forum's members provide assistance to refugees during the asylum procedure in order to protect their rights and to assist their integration into Greek society. In the context of protecting refugees' and asylum seekers' rights, the Forum provides the latter with information on their rights and obligations. The Forum participates in regular public debates with Greek and European authorities to lobby for a functional and fair asylum system.

The Forum also works to raise public awareness about the problems faced by refugees. In this regard it discloses human rights violations – in particular by public authorities – records and reports abuse, discrimination, lack of protection and social exclusion. By educating the public about the reasons why refugees leave their homeland, the problems they face along the journey, and theirs needs and challenges in the host country, the Forum hopes to raise the profile of refugees and asylum seekers within Greece and promote successful integration.

With regard to the integration of refugees, the Forum promotes and facilitates cooperation between Greek and refugee communities to help the latter adapt and settle into Greek society. It informs and guides refugees in relation to self-organisation and helps them to actively participate in Greek social life and public debate. Finally, the Forum's networks in both Greece and abroad, work together with refugee communities concerning their rights in Greece, in Europe and internationally.

The Forum has undertaken an active role during the recent crisis, which brought daily thousands of refugees and asylum seekers to Greece, crossing from Turkey. By mobilising its members, it has been able to provide effective on-site assistance at reception centres or camps, such as first aid, distribution of clothes, health care by volunteer doctors, temporary shelter and psychological support.

The Forum is running a project, focused on "Monitoring of Entry Points, Asylum and Reception Conditions and Procedures for Refugees in Greece", since September 2015. In the framework of this project, it has set in motion a plan of missions (1 per month, 18 missions) by a Monitoring Officer, to points of entry at the Borders, in order to assess and document the conditions and procedures of the reception services, by both the authorities and the local communities. Another 9 missions have been organised in Reception and Detention Centres throughout Greece by a lawyer, a social worker and two interpreters. The missions include meetings with the local community and Civil Society organisations and other entities active in the region.


CHAPTER 4.

NGO capacity building

4.1 The needs of NGOs for capacity building

Euracademy conducted research on the needs of Greek NGOs for capacity building, in the context of the EEA co-funded project "Rural NGOs: Catalysts of Social Cohesion and Sustainable Development". Special attention was given to NGO strategies for combating racism and xenophobia and supporting tolerance and multi-cultural understanding within rural communities which host large numbers of immigrants; and for promoting social cohesion and sustainable rural development. A specially designed questionnaire was sent to the full list of NGOs active in rural areas and an adjusted questionnaire was also sent to the Development Agencies operating in rural areas of Greece, aiming to explore the extent of their cooperation with NGOs. 23 questionnaires were completed by NGOs and 3 by Development Agencies, either electronically or by phone or face-to-face interviews.

NGO profile

From the 23 NGOs which responded, 9 are migrants' associations. The activity of the surveyed NGOs extends up to 25 years back, with an average of 10 years. Half of the NGOs have no paid staff, but depend entirely on voluntary offer of work. Even those NGOs which reported paid staff, also clarified that 75% of these are temporary or external collaborators, paid on an ad hoc basis. Most NGOs are very small organisations: only one in four reported staff of 20 people or more.
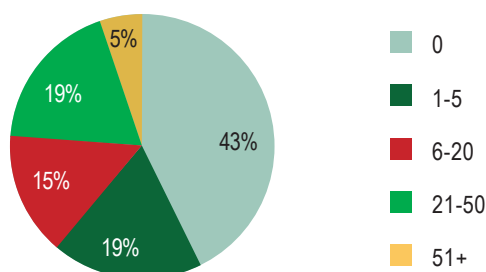
The income of the NGOs comes from different sources: the most significant source is members' subscriptions, private sponsors and EU subsidies. Subsidies from the Greek government are small and have been received by 1/3 of the respondents. Income from own activities and own capital is very scarce.

About half the researched NGOs operate at both national and local level; while the rest operate mostly at local level, with a few covering a region.

Problems faced by NGOs

Funding and staff were the reported two biggest problems NGO are facing, as can be also assumed from their profile details above. Next in the list are: working space and equipment; project management; communication and publicity; networking and cooperation with other organisations; and their internal organisation, especially issues of financial management and to a lesser extent, use of new technology.

Operational problems of NGOs

Paid staff of NGOs
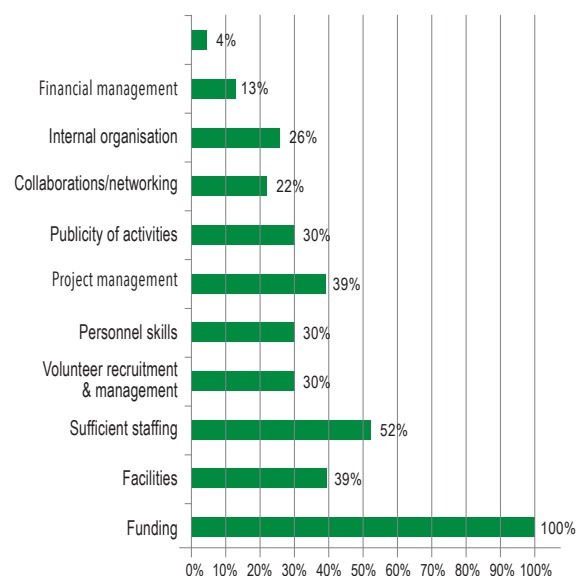
Skill needs of NGOs

A central part of the research was the skill needs assessment of the participating NGOs. More than half the NGOs reported that they did not possess adequate communication skills, while nearly half reported that their skills lagged behind in the fields of publicity and accounting. Less frequently reported needs (bit still admitted by a significant part of the sample) are for forward planning skills, management and computer technology. Rather surprisingly, funding search skills were not deemed important but only by one NGO.

Skill needs of NGOs

When we group together the migrants associations and the other NGOs, which are run by Greek nationals, we can observe that the reported skill needs differ systematically. The former report at least double the number of fields where they need skills support.

Development agencies

The Development Agencies that took part in the survey reported that they run activities aiming to integrate migrants, such as providing space for NGOs run by immigrants, running Greek language classes and undertaking initiatives for their employment and against discrimination. Development Agencies use, for this purpose, funds from:

- LEADER – The rural development programme
- OPAAX – the integrated programmes for rural development run by the Greek government
- TOPEKO – Local initiatives for the integration of vulnerable groups
- TOPSA – Local plans for employment adapted to the needs of local labour markets.

Development Agencies cooperate with NGOs and have reported many benefits stemming from such cooperation. They also reported their willingness to support NGOs regarding their internal organisation and their communication and publicity skills.

Conclusions

Greek NGOs which operate in rural areas, and have as at least one of their objectives the integration of migrants and refugees and –as a consequence- the social cohesion of rural communities, have been identified, mostly, as small and rather inadequately funded organisations, depending largely on volunteers to carry out their remit. Most of them employ no staff, or very few staff, the majority of which are external or temporary helpers, while the mass of their activities depend on volunteers. Funding and staff emerge as the two major problems that NGOs have to deal with, while their skill needs are assessed to be mostly in the fields of communication, publicity and accounting, and to a lesser extent forward planning and management.

In addition to interviewing Greek NGOs, Euracademy also carried out research amongst a number of Development Agencies. It is clear that these entities are crucial players in local development and manage funds, which can be of great benefit to rural areas. They carry out actions and programmes in the same fields of interest as NGOs and their experience managing such programmes could be effectively shared with rural NGOs. The capacity building needs of NGO staff can be met in a cost effective way by engaging with similar organisations and with Development Agencies. The aim should be to create a local "ecosystem" of cooperating actors and develop common methods of collaboration.

During the 14th Summer Academy, representatives from different Greek and foreign NGOs and Development Agencies came together to discuss their capacity building needs, which led to some interesting and lengthy exchanges. Maintaining independence from government or any other influence was cited as a major difficulty for some. For others, ensuring that they have a clear message and mission is imperative but challenging, while making certain that they are representative and participative is a consistent issue, especially in rural areas.

4.2 Strategic and Business Planning for NGOs

Introduction

The term "business planning" refers to the process of developing a comprehensive document that sets forth what an organisation is working to accomplish and how it intends to succeed. The business-planning process offers NGOs a rare opportunity to step back and look at the organisation as a whole. It is a time to connect the dots between mission and programmes, to specify the resources that will be required to deliver their programmes and services, and to establish performance measures that allow everyone to understand whether the desired results are being achieved. As a result, it encourages strategic thinking, not only while the plan is being created, but also thereafter, as implementation leads to new challenges and the need to make new decisions and trade-offs.

Once it is understood what the NGO is good at and where/when it is good at it, it makes it easier to say 'no' to things that don't make sense and to develop those things which do make sense. Communication planning deals with the NGO's communication internally and with the external world. Internal communication refers to the contact established by the administration and the management board with the members, responding to members' needs and involving the members as fully as possibly in the NGO's activities, as well as facilitating members' networking. External communication refers to enhancing its visibility in the wider community of rural development in Europe, attracting members and funds to support its activities, as well as responding to networking opportunities and establishing contact with external bodies which it seeks to make alliances with.

The business planning process

While NGOs will approach business planning with their own particular set of questions and priorities, overall the process typically includes four distinct components:

- Strategic clarity: developing a concrete description of the impact for which the NGO will hold itself accountable over some specified period of time (its intended impact) and the cause-and-effect logic explaining how its work will lead to that impact (its theory of change).
- Strategic priorities: determining which sets of specific actions and activities must take place to achieve the intended impact.
- Resource implications: understanding the resources–financial, human, and organisational–needed to pursue these strategic priorities and mapping out a plan to secure the resources.
- Performance measures: establishing the quantitative and qualitative milestones that make it possible to measure progress toward the intended results and impact.

The following questions should be at the core of an NGO business and communications planning exercise and will help them in determining the direction and future path to follow.

Strategic clarity- questions to be addressed:

- Who or what are you ultimately trying to serve?
- What are the specific outcomes/results for which you want to be held accountable?
- How does your portfolio of existing programmes and services lead to change?
- How does your portfolio of existing programmes and services align with the aims and objectives of your major stakeholders and programme funding agencies?
- What activities (both new and existing) including potential new funding programmes must you undertake or follow to achieve concrete, measurable results?

- How will you be held accountable and how should you measure these results?

Strategic priorities- questions to be addressed:

- How well does each of your current programmes or activities align with your purpose or mission and intended impact?
- What are your full costs, both direct and indirect, for operating each programme?
- Do all of your activities complement your core capabilities and expertise, or are you stretched too thinly across different services, do staff have the required skill sets to fulfil the current activities?
- How well do you perform compared to peers?
- Are there programmes, products and services you should modify, delete or add to grow your impact or to realign your portfolio?

Communication plan - questions to be addressed

A. Internal communication

- Are the communication lines with your members/staff sufficient and effective?
- How can direct communication with the members/staff be improved?
- How can you identify the members'/staff' needs so that you can satisfy them?
- How can you activate your members/staff, so that they contribute more in your activities?
- How can the indirect communication with members/staff be improved (i.e. via the organisation's website, Facebook or other social media etc.)?

B. External communication

- Is your organisation visible today, do your activities reach your members or beneficiaries and the wider rural community effectively through the website and social media?
- How can your organisation improve its public image and make it more attractive?
- How can your organisation strengthen its contact and networking with other NGOs and international/European organisations?
- How can your organisation establish links with policy-making bodies and instruments of the European Union, so that it can influence decisions about the development of rural communities in your area?

Resource implications- questions to be addressed:

A. Human resource requirements:

- Do you have the right organisational structure

in place to implement the plan?
- Are the roles of your board clearly defined, understood and appropriate?
- Does your existing staff/board membership have the skills and expertise to execute your strategic priorities?
- If so, how much capacity does your current staff/board membership have to take on new work? Do you need to add positions, or reduce your goals?
- If not, what roles do you need to create? And where will you find the right people to fill these roles? Can you include your membership/beneficiaries or volunteers in the development/delivery of your programmes?
- How soon do you need to bring new people on board? What's a realistic timeline given your culture and ability to raise funds?

B. Questions to help assess the financial implications:

- Can you manage the budget required by the human resource and infrastructure investments?
- How will the increased budget affect your organisation's culture?
- How will the new costs affect your cost per outcome?
- How is the funding community likely to respond to the spending plan? Can you raise the money you need?

Structure of a Business & Communication Plan for an NGO

a. Executive Summary
This should be a concise overview of your entire business and communication plan and needs to be interesting enough to keep the reader engaged.

Content: mission, history, your unique strengths and assets, list of your major stakeholders and programme funding agencies, and your products, services and programmes. This can also include your marketing plans and how you will finance the organisation both in the short and long term.

b. Organisational Structure
This should be a description of how your NGO is organised, from board to staff and membership. An assessment of the stage of maturity the NGO has reached, your objectives, plans to develop (or grow), and a few of the trends in your specific NGO areas.

c. Products, Programmes or Services
Include in this section a description of your "products" how they are created and distributed,

any programmes you offer, the services you provide and any additional services planned for the future.

Also include special features such as delivery processes, sources of products, the benefits of what you offer to your members/beneficiaries and other stakeholders and what your future development plans are for these. The section should also include descriptions of how you align yourselves to the aims and objectives of your major stakeholders and programme funding agencies.

Explanations for any new products and services you might eventually launch and provide information on any copyrights, trademarks or patents you have protected could also be described here.

d. Marketing Plan

This should describe who you are trying to reach and how you will reach them, include descriptions of your stakeholder and client groups: agencies, organisations and communities that you are established to serve. If there are any subcategories of these groups include them here.

Try and outline/describe what trends exist in your community and market, this should include an assessment of the needs for your services including identification of other organisations as competitors or possible collaborators in delivering/developing existing or new services. Details of any previous significant promotional efforts, market research, media outreach, communication channels can be described here and examples of your promotional material should be put into the appendix.

e. Operational Plan

The operational plan describes how you plan to deliver your services and coordinate your development activities across your management team and membership plus where your HQ will be / or is located. Include an explanation of how you expect to maintain your operations and their momentum. Also include here an explanation of how you will evaluate the efficacy of the operation and the programmes, products and services.

f. Communication and publicity plan

This section describes how you plan to organise and improve communication with your members/ beneficiaries and to keep updated regarding their needs and take measures to satisfy them.

g. Management and Organisational Team

This section should provide descriptions of the structure of the NGO and any layers of management and control. If you have a supervisory board, describe its membership plus who is included in the NGO's management team (and any "advisers"), detail their expertise and show their interrelationships in an organisational chart, explain any lines of responsibility. Provide an assessment of current and future staffing needs. List financial sponsors.

h. Financial Plan

Describe your current financial status and existing sources of income, including an income statement, balance sheet, cash flow statement, and financial projections. Detail potential sources of income and explain any need for financing.

Income raising plan – evaluate the potential of the range of EU, international, national, local and private funding sources for effectiveness in developing and growing your NGO.

List previous grant awards, major contributions, and in-kind support. Include your fundraising plan.

i. Milestones and Deliverables

Timeline of activities and developments required to achieve the creation and implementation of the new programmes, products and services described above

j. Appendix

Include CVs of key staff, board member lists, relevant charts and graphs, promotional material, strategic plan, and the most recent annual report.

4.3 Networking as a source of capacity building

Networking with other NGOs is a crucial component of effective capacity building. It allows NGOs to exchange knowledge, experience and good practices – all at a minimal cost. Working together also increases solidarity within the third sector and can help influence policy and increase rural NGOs' effectiveness at enacting change.

To establish a long-lasting network, effective animators and leaders are needed, with well-developed communication skills and previous experience in building networks. One person or one organisation may be sufficient in building a network but commitment and continuous effort is needed to prevent networks losing focus. The aim of the network needs to be defined beforehand – a shared notion and approach is necessary. Such approach should be ethical and value-based. In addition legal advice helps to create a sound network and avoid pitfalls.

Once the network is established, it needs to be maintained and information about the members needs to be constantly updated. The leading organisation must also ensure that the NGOs are active. By monitoring member activity, a network can also spur NGOs into action.

Rural NGOs must network consistently and remain open to new contacts and new approaches. Social media is a vital resource for networking because most of the platforms (Facebook, Twitter, Linkedin) are free of charge and the majority of NGOs already have an online presence. It is quick and easy to set up campaigns for action on social media, and this option should be exploited whenever possible.

Rural NGOs must set themselves simple, measurable, achievable, realistic goals, and define specific time limits for their achievement. They should target European and national programmes and seek collaborations with universities, research centres and development agencies to expand their reach and make their voices heard.

An example from Slovenia

In Slovenia, the Ministry of Public Administration supported a capacity building programme for NGOs between 2007-2014. In this programme, national, regional and thematic networks of NGOs participated in the following actions: civil dialogue and advocacy incentives, support services (training, consulting, mentorship, communication), networking incentives (partnership and collaboration both within and across sectors, stretching out also to other stakeholders including businesses and education providers).

The main needs that were identified during the capacity building programme are outlined below:

- Advocacy based on a clear mission, supported by in-depth thematic expertise.
- NGO leadership and management to create a space in which NGOs can work regularly, reliably and sustainably.
- Development of a sustainable employment/ volunteer model to ensure stability and growth of the NGO sector.
- A shift from beggar/victim's image to practical innovation and an entrepreneur mentality.
- The ability to connect, partner and co-create solutions with other NGOs and other sectors (especially: government, education, business).
- Development of basic infrastructure that would enable operations in line with the organisation's mission.
- Adopting a broader spectrum of, and innovative approaches to, funding and financing options.
- Enhanced and systemically in-built learning and self-improvement capacity within and across NGOs, as well as within a wider system including other stakeholders (government,

businesses). This should include learning from risks and failure.

- Less bureaucracy and more effectiveness.

The programme also identified that there is economic growth potential in the NGO sector, especially in the following areas:

- Developing new models for social entrepreneurship for specific target groups.
- Increasing employment rates, especially for vulnerable social groups.
- Launching social incubators for new employment possibilities and developing talent.
- Providing and improving access to public and social services.

- Defining, within different contexts, the term "green" in the "green economy": being a "watchdog" for environmental challenges in society, like climate change, energy.
- Efficiency, biodiversity, sustainable mobility, recycling economy etc.

The findings from Slovenia showed that NGOs now should serve two main functions in Slovenian society:

1. To be credible and effective partners in the civil dialogue concerning important political and societal questions in Slovenia.
2. To provide services to the public in fields where the needs are not, cannot and will not be provided by the public sector any longer.

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