



# Assessing Refugee Integration in Warstein, Germany

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**WPI**



# Assessing Refugee Integration in Warstein, Germany

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# Abstract

Germany has taken in over one million refugees since the Syrian Civil War began in 2015. Our report sought to assess the success that Warstein, a small German town, has had in integrating refugees. We conducted interviews and collected surveys among various stakeholders. Lack of communication and socialization, and insufficient integration support courses emerged as challenges to successful integration, while a dedicated volunteer program proved to be a highlight. An in-depth roadmap for fostering communication, including a prototype website were developed, and further recommendations were made to address tutoring needs and community interaction.

# Executive Summary

## *Introduction*

The refugee crisis, stemming from the Syrian Civil War, is one of the greatest humanitarian dilemmas of the 21st century. Millions of people have been displaced from their home countries; many have traveled to Europe to receive aid and asylum. Integrating these refugees effectively is a great challenge, especially for Germany, which has accepted the largest number in Europe. Since 2015, 1.3 million asylum seekers have arrived in Germany. The large number of arrivals has strained the court system, resulting in delayed status decisions. With the large amount of people staying in Germany, there has been a struggle to adequately accommodate all people, resulting in many refugees being lodged in temporary living quarters. The refugees also face personal challenges arriving in new countries with different languages, cultures, traditions, and societies. One significant challenge is that they have to acclimate to all these new aspects of their life and reconcile them with their own in order to better integrate with the surrounding communities. Integration likewise demands the acquisition of the German language, especially for employment and social life. This can be a difficult process. In the town of Warstein, Germany, many resources have been allocated for refugees and their integration to try to mitigate these problems.

Since 2015, 1.3 million asylum seekers have arrived in Germany. The large number of arrivals has strained the court system, resulting in delayed status decisions. With the large amount of people staying in Germany, there has been a struggle to adequately accommodate all people, resulting in many refugees being lodged in temporary living quarters. The refugees also face personal challenges arriving in new countries with different languages, cultures, traditions, and societies. One significant challenge is that they have to acclimate to all these new aspects of their life and reconcile them with their own in order to better integrate with the surrounding communities. Integration likewise demands the acquisition of the German language, especially for employment and social life. This can be a difficult process. In the town of Warstein, Germany, many resources have been allocated for refugees and their integration to try to mitigate these problems.



*Fig. 1 This school served as one of Warstein's camps when refugees first arrived*

## *Methodology*

The goal of this project was to analyze the efforts made by the town of Warstein in the integration process of refugees and make recommendations to improve the system.

To achieve this goal, this project defines three objectives:

1. Create a definition of what constitutes successful integration from the perspective of multiple stakeholders.
2. Conduct a baseline assessment of resources in Warstein for refugee integration.
3. Identify strengths and weaknesses in the current system of refugee support.

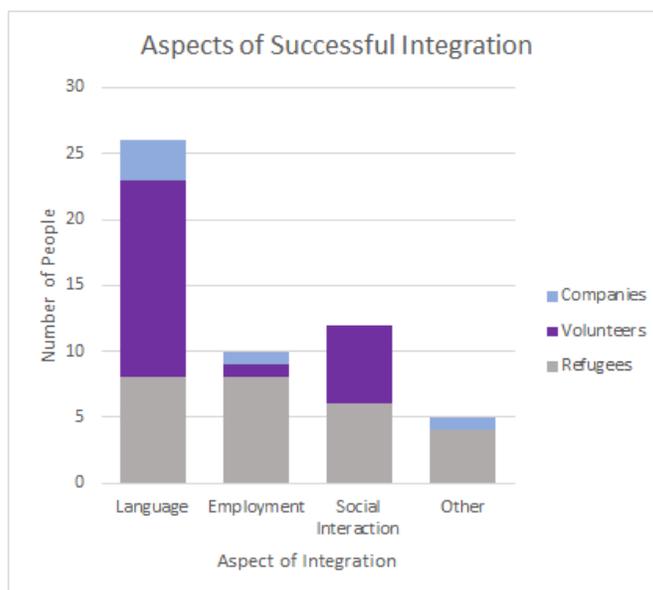
We accomplished these objectives through multiple methods, including interviews, surveys, lectures, and personal research. We used semi-structured interviews to obtain the views of different stakeholders within the town (refugees, volunteers, town officials, employers) on

successful integration and how they believe it can be achieved. We also performed individual research, in addition to talking to the stakeholders, to gain a baseline understanding of what was implemented to assist the integration of refugees. We then compared our baseline assessment of Warstein's integration systems with the stakeholders' definitions of successful integration, in order to identify the strengths and weaknesses of integration within the town.

Challenges were raised throughout the project, the most prominent being gaining the trust of the interviewees. This lack of trust could impede our ability to gain accurate data. Other problems we faced included subjective answers from different stakeholder groups, where emotions could affect answers to questions.

### *Findings*

Through the analysis of our compiled research data, we have identified several key findings regarding Warstein's refugee integration. We first found that **most stakeholders agree that developing good language skills is the most important factor for successful integration**. While there are many aspects to successful integration discussed by the stakeholders in interviews, language was identified as the most important in front of social integration and employment. They consider language the key to all other aspects of integration.



*Fig. 2 Bar graph outlining most important aspects of integration by stakeholder*

Though learning the language is considered one of the most important requirements, only 50% of refugees pass the first course after 600 hours of learning. **The shortcomings of the integration courses have been attributed to the organization of the courses and the motivation of refugees**. When interviewing refugees, 73% of the refugees said that the courses were not adequate. However, teachers reported sometimes feeling that the motivation of refugees can be lacking. This can be attributed to not being able to practice language outside of the

classroom, not gaining enough from learning (financially), discouragement in lack of progress, and the uncertainty in their status and future.

One of the main difficulties faced is that **the lack of communication hinders successful integration in Warstein**. Communication is very important to how refugees interact with the surrounding community. Without communication, refugees are not able to practice their language skills, are not able to interact socially with Germans, and cannot find events and clubs within the town.

Many stakeholders have also identified employment as important for refugees to better integrate in Warstein's society. However, many refugees have identified problems in trying to find a job. **Improved education and application support are necessary for many refugees to become attractive job applicants**. Many refugees have struggled when trying to create CVs. While there are third party programs through the Job Center, many refugees do not know of these and rely on the help of volunteers.

From our interviews with refugees, we found that **public transport in Warstein is too expensive and too limited in its scope**. The limited transport within the town can cause refugees to feel "stuck" and may motivate moving to another city with better transport and more job opportunities. It can also create difficulty when trying to get to language classes and other appointments.



Fig. 3 The figure depicts the 1:12 ratio between volunteers and refugees.

The main positive aspect that has been identified in Warstein is the volunteers. **Warstein's devoted volunteers make integration significantly easier for refugees in comparison to major cities**. Volunteers provide many important services to refugees, such as translating documents, helping find homes, and providing other everyday life assistance. Although there are some issues with providing individual helpers for families and inactive volunteers, refugees realize the importance of the volunteers to help their integration.

### *Recommendations*

In accordance with our findings, we have pinpointed multiple areas of improvement where Warstein can enact change. We acknowledge there are larger problems stemming from federal bureaucracy, such as long wait times for asylum decisions and confusing decisions thereafter. However, for the purposes of our recommendations, we will limit our suggestions to improvements that can realistically be implemented by the volunteers or officials of Warstein.

In order to better convey necessary information to refugees, we recommend that Warstein's volunteers create a digital reference and communication site. This would likely take the form of a Facebook page or website. This resource would be able to provide important information and references for refugees. It would also allow refugees without regular contact to volunteers to be

able to more easily to contact volunteers and receive help. The site would also address the lack of communication that hinders refugees' integration, and more events could be directly advertised to them.

We also recommend that more community events are organized to promote interaction between refugees and locals. Refugees have said that they would enjoy more interaction with native Germans. These events could provide valuable experience to the refugees. The interaction between Germans and refugees could help refugees practice their language outside of classes and gain local knowledge. Community outings create an opportunity for better integration for the refugees and a chance for the Warstein community to interact and get to know refugees.

In order to assist refugees and help them learn, we recommend that existing tutoring programs are extended to encompass more people and subjects. Both refugee children and adults could benefit from additional tutoring. For refugee children, tutoring in German language, mathematics, and other school subjects could be provided alongside German children in order to both help students and promote more interaction. Adults could also benefit from language and other additional training, such as workforce preparation and application help. In order to master the language, repeated use of the language outside of the standard course is necessary. Adults could also use more assistance in applying for jobs and learning about things, such as CV writing and application processes. The combination of more language support and aid in certain areas of job finding can provide adults a better chance at integrating and finding a job within the community.

### *Conclusion*

As Warstein continues to address integrating the refugees within their town, it wants to make sure its system has been effective. Our findings address the strengths and weaknesses within the town's system and include recommendations for possible improvements. We hope the recommendations provided, if enacted, will have the capacity to improve communication with refugees and to create effective support programs in the community of Warstein. Similarly, the content of this report may provide insights and ideas for the use of similar German communities, some of which we have interacted with over the course of our research. Above all, it is our hope that our findings and suggestions strengthen Warstein as a welcoming and helpful home for all of its citizens, refugee or otherwise. Through community based, inclusive programs that encourage communication and interaction, Warstein will serve its population for years to come.

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# Chapter 1: Introduction

The ongoing Syrian Civil War has been one of the most significant driving forces of the global refugee crisis (IRC, 2018). As of May 2018, 68.5 million people have been displaced (IRC, 2018), signifying the largest number of global refugees since WWII. Acting in response to this great need for aid, many countries worldwide have taken in refugees. Many asylum-seekers have found refuge in Turkey, and other countries that border the Mediterranean Sea, while others have continued further, to other locations such as Germany and Sweden. However, the sheer number of people entering Europe generated an unprecedented test for the integration systems of countries accepting refugees. Governments continue to adjust laws governing their asylum procedures as the crisis unfolds, seeking to improve and streamline these processes. Refugees themselves face challenges in their new countries due to limited accommodations, and the evolving integration infrastructure. Similarly, European citizens are navigating cross-cultural differences with their new neighbors, where misunderstandings and lack of communication can cause tension. Refugees, governments, and the citizens of accepting countries face simultaneous periods of adjustment as they strive for a better future through integration.

Germany alone has accepted over 1 million refugees since 2015, more than any other EU member country (Chase, 2018). Germans' notable effort in taking in refugees can be, in part, attributed to their memories of some 10 million Germans who became refugees themselves in the years following WWII, as they fled Soviet persecution. For some, the acknowledgement of their ancestors' need for aid has prompted a sense of duty to take in modern day refugees. About 61% of Germans express neutral opinions regarding their country's acceptance of refugees. Smaller factions have stronger convictions with 22% highly supportive and 17% extremely opposed to migration (Quirk, 2017). In general, a negative tone regarding refugees is more often expressed in eastern, rather than western Germany. Incidents such as the crime and assault spree perpetrated by male refugees in Cologne on New Year's Eve in 2016, are often cited by critics as reasons for their opposition to migration (Richards, 2016). Media focus on such events can cause tension and fear in both native Germans, and well-intentioned refugees.

In Germany, the location of a refugee's first arrival is rarely their permanent home. Germany's resettlement system is designed to proportionally distribute asylum-seekers across the country, using a population-based calculation. This quota system results in the placement of many refugees in large cities, with smaller numbers of people dispersed throughout countryside villages. However, this system fails to consider special housing conditions, higher population densities, and secondary migration patterns (Dahl, 2017). Cities are attractive destinations for secondary migration, with refugees drawn to their larger job markets, and pre-existing migrant communities. This migration of refugees and native Germans alike contributes to the rising population and housing pressure seen in German cities (Dahl, 2017). In contrast, smaller towns often have less developed transportation systems, smaller job markets, and fewer opportunities for recreation. Therefore, these rural villages struggle to retain both refugees and locals, and their populations continue to decline accordingly (Dahl, 2017). The subject of our study is one such small town.

Our sponsor, the Town of Warstein, led by Mayor Dr. Thomas Schöne, indicated that the arrival of refugees may offer a unique opportunity for the town. Warstein experiences the same population decline seen in other small villages. As a result, Warstein has a heightened interest in how their town can more effectively attract and integrate refugees in order to mitigate population loss and further the development of the town. Refugees in Warstein struggle with finding jobs, learning the German language, and mixing in with the community, as many refugees do, regardless of their location. Our project seeks to investigate the successes and failures Warstein has experienced while integrating refugees and provide recommendations for aspects that can be improved.

## Chapter 2: Background

Since the Syrian Civil War broke out in 2011, millions of Syrian citizens have fled their homes in search of stability. With help from the UN, Syrians and other refugees have been granted asylum status along with some fundamental rights. A significant number of these refugees have resettled in the European Union (EU). Germany has been the most accepting EU member state, taking in over 1.3 million refugees since 2015.<sup>1</sup> Now the challenges of integration into German society begin. From large cities to small towns like Warstein (the sponsor of this project), communities are adjusting to and accepting their new neighbors. The histories of the crisis and the communities accepting refugees deeply influence integration in Germany and across the EU.

The recent global conversation over migrants and countries' responsibility to assist them stems from the large increase of refugees across the world in the past decade. The current situation has been described by the former UN High Commissioner for refugees, António Guterres, as the "worst humanitarian crisis of our era" (Fernández-Huertas Moraga, 2015). The driving forces behind this crisis are conflicts in the Middle-East and Africa, foremost of which has been the Syrian Civil War. In 2011, the Arab Spring protests sparked the civil war. It continues to this day. Syrian cities and towns have been destroyed, hospitals and medical facilities have been bombed by airstrikes, and many people lack access to basic necessities. By 2016, roughly 13 million Syrians required humanitarian assistance. Around 7 million Syrians are displaced from their homes within Syria, while around 5 million Syrians have left Syria in order to escape the war (Doganay, 2018).

This large movement of displaced people has strained many countries. This is well illustrated by the amount of resources Turkey has used to take in the highest number of Syrian refugees<sup>2</sup> (Doganay, 2018). Turkey has spent over \$20 billion—half of that by the government alone—on direct assistance; the healthcare of Syrian refugees cost over \$800 million dollars by the end of 2015 (Doganay, 2018). However, refugees have not solely relocated in the Middle East; they have also travelled to Europe to escape violence and find humanitarian aid.

From the very beginning, the countries of the European Union faced logistical, financial, and social challenges in their efforts to accept and integrate refugees. The original EU immigration framework accepted Syrian refugees with "open arms," giving them priority due to the intense danger they fled (Mehari, 2017). In the first days of the 2015 crisis, this immigration framework proved inefficient and ineffective in evenly dividing and serving the high volume of displaced persons<sup>3</sup> (Fernández-Huertas Moraga, 2015), causing a reevaluation of its policies, resulting in

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<sup>1</sup> According to the German Interior Ministry, there were around 890,000 registered asylum seekers in 2015, 280,000 in 2016, and 186,600 in 2017. The German Interior Ministry reports that the drop-in number of refugees is due to the peak of the crisis passing. (Chase, 2018)

<sup>2</sup> According to the Republic of Turkey Ministry of Interior Directorate General of Migration Management, Turkey has more than 3.5 million refugees under temporary protection as of 2018. (Turkey Ministry, 2018)

<sup>3</sup> The "Common European Asylum System" (CEAS) and its legal framework were criticized in the wake of the crisis for being ineffective and not being able to address the new situation. (Fernández-Huertas Moraga, 2015)

both improvements and failures. The Dublin Regulation was one such policy. It requires asylum seekers to stay in the state to which they were applying for aid, resulting in the heavy straining of countries which border the Mediterranean Sea where many migrants first reach safety. Germany and other member states temporarily rescinded this policy in order to more evenly distribute the burden upon resources amongst the European Union by taking in additional asylum-seekers, though it is important to note that the procedure has since been reinstated. Other experimental policies were undertaken in order to address the strained system, such as the “Mare Nostrum,” however many were short-lived and some controversial<sup>4</sup> (Fernández-Huertas Moraga, 2015). Migration policy evolved as the migration crisis unfolded, often with the aim of controlling and evenly dividing the incoming refugees. Turkey in particular became a target of new EU policy, which dictated the suspension of migration of asylum-seekers to other member states from the sea-side country. The new policy was hailed as “a temporary distribution scheme for persons in clear need of international protection to ensure a fair and balanced participation of all Member States” (Fernández-Huertas Moraga, 2015) in the May 2015 European Agenda on Migration. This marked a distinct change in policy from open and rapid acceptance from states such as Germany and Sweden to a more regulated and stringent code, which discourages migration within the EU and from countries considered safe, a trend which has continued through the following years of immigration laws.

The EU continues to tackle the logistical challenges of the refugee crisis, prompting renewed debates over the responsibilities of each country. Three years in, the European Union continues to invest in policies relating to refugee migration and integration; however, similar to earlier policy evolutions, focus is now placed upon fair distribution of refugees amongst member and outlier states, rather than open acceptance. Rather than relocating asylum-seekers from countries that act as main entry points, such as Turkey, the EU now focuses on supporting these states with funding to ensure their ability to take care of their refugee populations. Additional policies seek to discourage refugees from making the dangerous trip to their domains from countries defined as safe, which may still not have ideal traits for a resettling migrant, such as a substandard employment market. This reduces the amount of arrivals into EU territories, but it leaves refugees more vulnerable to poor treatment and abuse. Some experts see these types of policies as unethical, and even illegal (Wintour, 2017).

The EU’s integration efforts should be understood in the context of the basic human rights guaranteed to refugees by the United Nations. The United Nations’ *1951 Convention relating to the Status of Refugees* laid the foundation for the international law on refugees that is agreed upon today. The Convention defines a refugee as “someone who is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion” (UNHCR, 1967). The convention is designed to be status and rights-based, supported by a few core ideas: Non-

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<sup>4</sup> The “Mare Nostrum” was an Italian Navy operation which aimed at rescuing migrants who were being smuggled into Europe by dangerous boat routes. (Ministero Della Difesa). This policy was controversial by some Italian political parties as it was deemed expensive and a possible encouragement for more dangerous migration. It was however honored by some in Europe for its humanitarian nature.

discrimination, non-penalization, and non-refoulement. Basic rights, apart from standards like food and housing, include access to the courts, primary education, work, and the provision for documentation, including a refugee travel document in passport form. These benefits may be withheld if there are serious concerns regarding crime with the person in question. The importance of the convention of 1951, which applied to refugees from post-war Europe, was recognized in 1967, when a new protocol applied its provisions globally. Today, this convention is recognized as international law.

One of the results of the 2015 refugee crisis is the arrival of stateless people.<sup>5</sup>contested Persons who seek refuge without the required identification paperwork are subject to a different set of rules dictated in the 1954 Convention relating to the Status of Stateless Persons. There are a few ways a person may become stateless, but one of the most common ways is through the intentional destruction of one's papers (Perring, 2016). Persons who do not necessarily fit the official definition of a refugee, but still seek refuge will often destroy their paperwork in order to be protected by the 1954 Convention and to prevent deportation back into their country. These people can then make use of the toleration periods of countries like Germany to stay in the country for many years. While the decision regarding the status of a person is reviewed for many years, the person is allowed to work and make a life for him or herself, thus becoming part of the community.

Germany has been very accepting of refugees and stateless people. They have taken in more asylum seekers than any other country in Europe, and in 2016, received the largest amount of applications in their history (Chase, 2018). The history of Germany in the twentieth century sheds some light on why today's Germans have been unusually welcoming. Shortly after the end of the Second World War, thousands of ethnic Germans fled Eastern Europe in fear of being deported to forced labor camps in the Soviet Union (Tullius, 2013). Between 12 to 14 million civilians were driven to flee in what has been described as the "largest single movement of population in human history" (Taylor, 2015). Many settled in Germany. Initially, there was resentment shown towards the new arrivals by other Germans (Taylor, 2015). However, these newcomers were eventually integrated into their communities. While the atrocities of the Third Reich overshadowed this particular crisis, the expulsions of these ethnic Germans and the distress they experienced are still well remembered among Germans. It is likely that these events have contributed to the large amount of sympathy shown by the German people towards the victims of the 2015 refugee crisis.

Within recent memory, Germans have even been refugees within their "own" nation, fleeing from the Soviet East to the Allied West. The movement of East Germans into West Germany between the time after World War Two and the reunification in 1990 is similar to the situation Germany finds itself in now.

Today, no matter how a refugee arrives in Germany, be it by plane, boat, train, or otherwise, they must complete an extensive process in order to seek asylum. A refugee seeking asylum must

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<sup>5</sup> "For the purpose of this Convention, the term 'stateless person' means a person who is not considered as a national by any State under the operation of its law"(UNHCR, 2010).

fill out an application, provide official identification, and complete an in-person interview (Gesley, 2016). Federal Employment Agency (BA), for example, aids refugees in their integration into employment. Financial aid can be awarded from the agency to those unemployed (*Arbeitslosengeld*) or with children (*Kindergeld* or *Kinderzuschlag*<sup>6</sup>). Employment agencies also assist with other processes like recognition of qualifications from other countries, gaining admission into the German labor market, and finding employment in general.

In order for refugees to capitalize on employment assistance, they must complete government-sponsored integration and language courses. The German government offers integration courses to help with refugees' assimilation into day-to-day life. Broken up into two sections, language and orientation, the courses cover many topics. The language course has a total of 600 classes that cover all aspects of life from work, children, social interaction, media, and more (BAMF, 2018). The orientation courses cover the legal system, laws, and among other things, important values of Germany. After the courses are completed, refugees are able to complete a test to be awarded the "Zertifikat Integrationskurs," or the integration course certification (BAMF, 2018). The certificate can open up other opportunities including naturalization. Outside of the government, there are numerous organizations helping with the refugee crisis, by providing hands-on help, creating information databases, or even collecting necessary items for the refugees<sup>7</sup>.

While integration courses and volunteer organizations prepare migrants to enter and integrate within the German society and workforce, refugees are also given the option to go through the process of naturalization to obtain German citizenship. Although the process for refugees is streamlined due to the nature of their entrance to Germany, going through naturalization still requires various steps. Refugees must have lived in Germany for a minimum of 8 years and be willing to give up other nationalities. They also must demonstrate good German language skills, show knowledge of the legal and social system, have no criminal background, and complete other criteria (Gesley, 2016). Once refugees obtain citizenship, they are granted new rights, like the right to vote, unrestricted job search, and the ability to run for office, among others. Whether a refugee makes the leap to become a naturalized German citizen or not, he or she will have made significant strides towards integration.

The community into which a refugee integrates has a significant impact upon the daily life, housing, job, and social life they experience. Warstein is no exception. Warstein is shaped by regional and unique qualities including evolving industries, languages, and religious ties, all of which are important to understanding the context of integration of new citizens, who bring their own cultures, experiences, and skills. Close to 26,000 people call the city of Warstein home, making it one of North Rhine-Westphalia's smaller townships (City Population, Warstein, 2016). It sits approximately one hour east of Dortmund, and two hours east of the Germany-Netherlands border, while centrally located in its home state. In a region containing many mountains, two large

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<sup>6</sup> *Kindergeld* is the standard monthly child aid, whereas *Kinderzuschlag* is an additional supplement for low-income families. (Financial Support, 2018)

<sup>7</sup> Organizations like the International Refugee Council, German Refugee Council, and Islamic Relief Worldwide are examples of different groups outside of the government offering help and resources to the refugees.

rivers — the Rhine and the Ruhr — and forests covering about a quarter of the land, it is no surprise that nature and outdoor activities play a large role in both local life and tourism. (The Editors of Encyclopedia Britannica, 2006).



*Fig. 4 This picture shows the rural landscape of Warstein*

North Rhine-Westphalia exhibits the religious division of its predecessor states, Prussia's Rhine province, and Westphalia. When these states were merged in the British military's 1949 "Operation Marriage," during the aftermath of the second World War, the religious breakdown of the population remained split between Catholicism and Protestantism, stemming from the 16<sup>th</sup> century and the Protestant Reformation and 19<sup>th</sup> century migration, with Protestantism more common in the east and north of the state (Studien, n.d.). New trends in migration during the late 20<sup>th</sup> and 21<sup>st</sup> centuries have ushered in more religious diversity, including Islam and other non-European religions and traditions. About 76 percent of the population of North Rhine-Westphalia identify as part of a religious group, and with more than 8,500 local religious organizations, there are many expressions of religious life (Studien, n.d.). Although the religions traditional to the region, Catholicism and Protestantism, still dominate, Islam is being increasingly introduced to the region, and smaller communities of various Christian and Jewish groups co-exist.

During the Second World War, the area which is now North Rhine-Westphalia produced many arms to supply the German forces (The Editors of Encyclopedia Britannica, 2006). As a region with a deep history of heavy industry, the state remains an important piece of the German economy today. The days of heavy industry such as coal mining and steel production evolved to

distinguish North Rhine-Westphalia as Germany's most prominent industrial region, consisting of a plethora of small and medium-sized business, mainly in fields such as electrical components, chemicals, food and auto production, and metal processing (The Editors of Encyclopedia Britannica, 2006). Three of Warstein's top employers, Infineon, a semiconductor manufacturer, Westkalk, a local limestone quarry, and Warsteiner Brewery, a hugely successful beer company, were interviewed over the course of this project. Specific emphasis was given to define the most important considerations in hiring, including but not limited to education and training.

Correlation between those of foreign or native birth and extent of schooling is seen in Soest, the region of North Rhine-Westphalia in which Warstein resides. While both foreign and native-born residents have similar percentages of those qualifying for Fachhochschule, when comparing statistics relating those who leave school without qualification, and those with a Fachhochschule degree or higher, foreigners are about 5 to 6 percent less educated than the overall population of Soest. However, about a third of people with migrant backgrounds have some kind of technical apprenticeship or vocational training. Overall, only about 11.5 percent of the overall population of Soest have a Fachhochschule degree or higher, although about 43 percent of them qualify for entrance to this level of schooling (Vocational Training in North Rhine-Westphalia, 2018). In essence, those of foreign birth overall tend to have less extensive university-level schooling than their native-born counterparts; however, many have undertaken technical or vocational training. This indicates that many foreign-born residents of Soest have chosen technical or vocational training over Fachhochschule degrees, though both paths are within academic reach. This is a notable occurrence which distinguishes them from their native-born peers. Migrants and refugees in the area experience unique challenges that may require further support for schooling.

Additional community-based aid organizations specifically target Warstein's refugees, seeking to aid during each stage of integration. This important resource of local volunteers helps asylum-seekers with the many challenges of integration. Warstein has systematically divided its integration procedure into three distinct stages, all of which are supported by a strong volunteer refugee helper organization (personal conversations with Gerd Flaig). In the first stage, legal proceedings and emotional support become the priority. Refugee helpers mainly aid in the translation of legal documents sent from the German government, advise asylum-seekers of how to approach court procedures, and provide emotional support during this extreme transition. The second stage begins with the commencement of language and integration courses. In this second stage, Warstein works to prepare older refugees to enter the workforce and integrate into the small town, while children begin schooling. During the final stage of Warstein's three stage plan, emphasis is placed upon ascertaining gainful employment. Refugee helpers aid in looking for jobs for their charges using their own connections and local knowledge (personal conversations with Gerd Flaig). The success Warstein's refugee integration program will be further evaluated as the topic of this project.

## Chapter 3: Methodology

Our project goal was to analyze Warstein's efforts to integrate refugees and asylum seekers into their community. The final deliverable was an assessment of the integration process and proposal for methods of future success.

Three objectives directed our research:

*Objective 1:* Create a definition of what constitutes successful integration from the perspective of multiple stakeholders.

*Objective 2:* Conduct a baseline assessment of resources in Warstein for refugee integration.

*Objective 3:* Identify strengths and weaknesses in the current system of refugee support.

### 3.1 Objective 1: Create a definition of what constitutes successful integration from the perspective of multiple stakeholders.

Before we could make judgements on Warstein's integration efforts, we needed to define "successful integration." To avoid creating a definition based solely on our own perception of integration in Warstein, we conducted numerous interviews with people who have been part of the integration process — refugees, volunteers, and officials whose concern it is to oversee integration. Our hope was to create a working definition which would be reflective of the community's genuine thoughts and needs.

We conducted semi-structured interviews in which we prepared thematic questions and asked more in-depth follow-up questions. The use of the semi-structured interview helped create a conversational atmosphere and allowed for interviewees to expand discussion beyond the range of our questions.

When interviewing refugees, we prioritized their experiences when first entering Germany and Warstein. Our questions focused on their impressions of the integration process, both on the federal and local level. At the local level, we were seeking information on the availability and quality of basic resources such as housing, education, employment opportunities, and legal advice. We interviewed refugees from different backgrounds and with different asylum statuses. We first interviewed a single, Iraqi man with no asylum status; next we interviewed together two single Syrian men with asylum status; we also interviewed two single men from Afghanistan without asylum status. In total, we interviewed four families: two Syrian families with asylum status, a Syrian and Jordanian family with asylum status, and an Iranian family with asylum status. Additionally, female group members met with a group of female refugees to discuss gender-specific challenges in a comfortable setting.

When interviewing volunteers, we wanted to prioritize learning about their experiences throughout their work with the refugees. Our main point of contact for refugee helpers was Gerd Flaig, an experienced refugee helper. We also talked to other helpers including Lotte Alz, Katrin

Dictus, Helmut Reese, and Bärbel Enste. These helpers are all residents of Warstein. We also attended a meeting for Caritas helpers, a Catholic organization, in order to observe their processes. From this meeting, we aimed to gain insight into work conducted by the volunteers, particularly the types of aid they provided, the extent of the volunteer network, and specific assets and challenges they have experienced through volunteering. Above all, we wanted to gain insight into cross-cultural differences and how they have impacted education, social interaction, or employment opportunities for refugees.

When interviewing town officials, our questions were focused on the development and implementation of Warstein's integration process. We interviewed the current Bürgermeister (mayor) and an official from the Sozialamt (Social Security Office). We were interested in what the town officials saw as the ideal outcome for the integration process, i.e., their definition of successful integration. Additionally, we were interested in different challenges they saw throughout the integration process.

In our interviews with employers, our questions focused on impediments to the employment of refugees. We first interviewed Infineon, a large semiconductor company. We met with the chief of HR and interviewed him about the company's role in refugee integration. We interviewed the technical director of Westkalk, a local limestone quarry, with a small workforce. Finally, we interviewed a representative of Warsteiner Brewery, Germany's largest privately-owned brewery. The interviews of these three companies allowed us to gain perspectives from both large and small companies. Our questions revolved around differences in workplace culture between refugee workers and applicants and German workers and applicants. We placed an emphasis on understanding the language capability of refugees and the degree to which it is an impediment in the workplace. We also interviewed the head of site of the local Job Center, in order to learn about the challenges in finding work for refugees.

### 3.2 Objective 2: Conduct a baseline assessment of resources in Warstein for refugee integration.

In addition to defining successful integration, we needed to understand what past and present social and economic measures (e.g. education, housing, employment, naturalization) the city had in place for its refugees. Through research conducted before our arrival in Warstein and lectures prepared by Gerd Flaig, we gained a comprehensive background of available resources and programs present in the town. Additionally, we conducted interviews and informal discussions with several stakeholders to create an integration baseline assessment. City officials, such as employees from the social office, were interviewed for this purpose. Through discussion with Gerd Flaig and other refugee helpers, we learned about the work of the volunteers and what responsibilities they had assumed in assisting refugee integration. By visiting local support agencies, such as the Job Center, and observing their work and structure, we could determine how refugees were integrated into the local job markets. With this information, we were able to develop an understanding of the work undertaken by the parties within the town. This baseline assessment

allowed us to assess the performance of the integration process in Warstein. Using our definition of integration, the baseline of assistance provided, and our interviews with refugees and their opinions on the town's integration process, we were able to analyze the effectiveness of the town's integration.

### 3.3 Objective 3: Identify strengths and weaknesses in the current system of refugee support.

Through the analysis of the collected data, we were able to identify the strengths and weaknesses of the current refugee integration systems in Warstein. By comparing the current integration system, determined in Object 2, with the overall definition of successful integration, defined in Object 1, we were able to identify the strengths and weaknesses. Through the identification of these strengths and weaknesses, we were then able to then provide the town with an assessment and recommendations for the integration processes.

The data necessary for this objective was collected through the methods described in the previous objectives. We gathered both quantitative and qualitative data, each with different methods of analysis.

#### *Quantitative Data*

Quantitative, or numerical data, was collected in two forms: processed data or raw data. Processed data was collected from premade charts, graphs, visuals. Raw data was found in either through our survey data or collected spreadsheets. Processed data was stored in their found form, as an image, pdf, etc. Raw data was stored in excel sheets for future processing and analysis. Analysis quantitative data was done through classical statistical methods such as linear regression, plotting, hypothesis testing, and others. This type of data is presented through various types of graphs (bar, pie, line, etc.), tables, or presented in their original format for processed data.

#### *Qualitative Data*

Qualitative, or descriptive data, was more prominent throughout the project. Organization of this data was based off what type of source it comes from. Data from presentations and research was collected through notes that were typed and stored in the drive. Data from the surveys were stored in an excel sheet, logging each response. Data from interviews were organized in various ways. With permission from the subject(s), the interview was recorded. From these recordings, direct quotes were transcribed for later use. Additional notes were taken at the time of the interview and were subsequently typed and stored in the drive. The use of the Recollection Form allowed students to log information after an interview or informal conversation.

After collecting qualitative data, we completed a coding process. The first step was classifying key pieces of information into 5 categories, listed in the table below. These categories were used to organize the large amounts of data into more manageable categories, allowing patterns to arise. When placed in the categories, the data was assigned two labels: stakeholder and tone. Stakeholder is a label from which population the information comes from (refugees, volunteers, employers, etc.), with other information as age and gender for people, and size for

companies. This label created a blind data set to work from. The tone defines the emotional undertone and content of the piece of data, specifically when handling data from interviews. This label will enable the determination of the context behind the data and whether it was stated in a positive, negative, or a more neutral tone. The last coding step was determining themes throughout the data. Quantitative data was also be categorized into these general themes, where applicable.

<b>Categories</b>	<b>Descriptions/Subcategories</b>
<b>Settings</b>	Regarding places: initial housing, home country, etc.
<b>People</b>	Individuals discussed
<b>Programs/Resources</b>	Asylum application process, language programs, etc.
<b>Key Events</b>	Procedure Events: events throughout the three phases of refugee integration Other Events: events not within the three phases
<b>Organizations</b>	Private: i.e. companies within Warstein Municipal: i.e. town government Volunteer: i.e. refugee helpers

*Fig. 5 Data Categorization Table*

From these categories and themes, the frequency of these subjects was calculated. Frequency analysis was used as a tool to determine the repetitiveness of certain subjects throughout the data set. Identification of the repeated subjects allowed us to understand what is believed to be the more important subjects across the entire populations. Presentation of this data is through quotes as well as various charts from the categorization and frequency analysis.

### *Determining Strengths and Weaknesses*

After all data is analyzed, we then determined the strengths and weaknesses of the refugee integration process.

Using the definition from Objective 1 on what different stakeholders' beliefs are for successful integration, we know what benchmarks the town needs to meet for integration to be labeled as successful by all parties. Using the information from Objective 2, various past and present programs and resources for refugees have been identified. From these two results, we were able to match the pieces of the definitions with the different resources available and gauge the reactions to each of the subjects by the different stakeholders. From here, we were able to determine the strengths and weaknesses, using the data as supporting evidence.

Successful aspects of integration were determined by the amount and effectiveness of programs and agreement between stakeholders in the success. Programs must have a positive impact towards the advancement of refugee integration, giving refugees important information or help with the process of integration. These programs and resources must be well-established and widely known throughout the town. For successes, it is important to make sure that the definition of success of the particular subject is met for all parties. It is important that success is not “one-sided”, such that only one party is satisfied.

On the contrary, weak areas of integrations were determined by a lack of programs, differences in viewpoints of stakeholders, or a neglect of the aspect of integration. Programs for these weak aspects either are not available, not well advertised, or are not successful in their purpose. These programs do not advance the integration process in an efficient and well-structured manner. Unlike successful aspects, different stakeholders may hold different views on the success, or lack of success, in these areas. It is important to identify where there is this differentiation and determine the what is causing it. Areas of integration that were overlooked, or neglected, by the town will also be labeled as weaknesses. It is necessary that all aspects of integration are properly addressed to gain success in the processes as a whole.

Using the strengths and weaknesses of the town’s refugee integration, we constructed an assessment of the towns integration process and developed a proposal for community focused programming to improve the weaker aspects. Each of the proposed programs address a specific weakness and work for the different stakeholders, demographics, and general “ecosystem” of the town.

Challenges were raised in relation to this objective. The more prominent issues being gaining the trust of interviewees and collecting unbiased answers. As foreign students, we may face the challenge of gaining the trust of interviewees. Lack of trust may impede our ability to obtain accurate data. Any opinions we received from these respective groups were at risk of being subjective. People who have developed the program, for example, might be more likely to give favorable impressions about the operation of the program, whereas a refugee might be more honest about its shortcomings. Cloaked feelings or opinions were also a major challenge that we confronted when performing a final evaluation of notes taken from interviews, reports, and other data.

## Chapter 4: Findings

Through our research into refugee integration, certain themes became prominent across our surveys, interviews, observations, and research. We found:

1. Most stakeholders agree that developing good language skills is the most important factor for successful integration
2. The shortcomings of the integration courses have been attributed to the organization of the courses, and the motivation of refugees
3. A lack of communication hinders successful integration in Warstein.
4. Additional education and application support are necessary for many refugees to become attractive job applicants.
5. Public transport in Warstein is too expensive and too limited in its scope.
6. Warstein's devoted volunteers make integration significantly easier for refugees in comparison to major cities

### 4.1 Successful Integration

*Finding 1: Most stakeholders agree that developing good language skills is the most important factor for successful integration.*

While compiling a definition of “successful integration” across all the different stakeholders, there was one topic that was consistently labeled the key to integration as a whole: learning and mastering the German language. Employers, refugees, and volunteers all discussed the importance of learning German to integration. With the mastery of the language, refugees had access to new employment opportunities and social interactions with Germans.

As seen in Figure 1, language was the most discussed metric of integration, with 26 votes, compared to the second most important, social interaction, with only 12. Employment came in third with 10 votes overall. Language also had votes from all stakeholders included in the graph: refugees, volunteers, and companies. It is interesting to note that although language is the top aspect overall, when examining refugee responses, language is tied with employment. Many refugees believe that it is better to learn the language through both classroom instruction and employment rather than just instruction. It is their view that this would allow them to start working and learn more practical German words for their environment and profession, thus allowing them to integrate faster. The “Other” category includes metrics like transportation, planning for the future, and education.

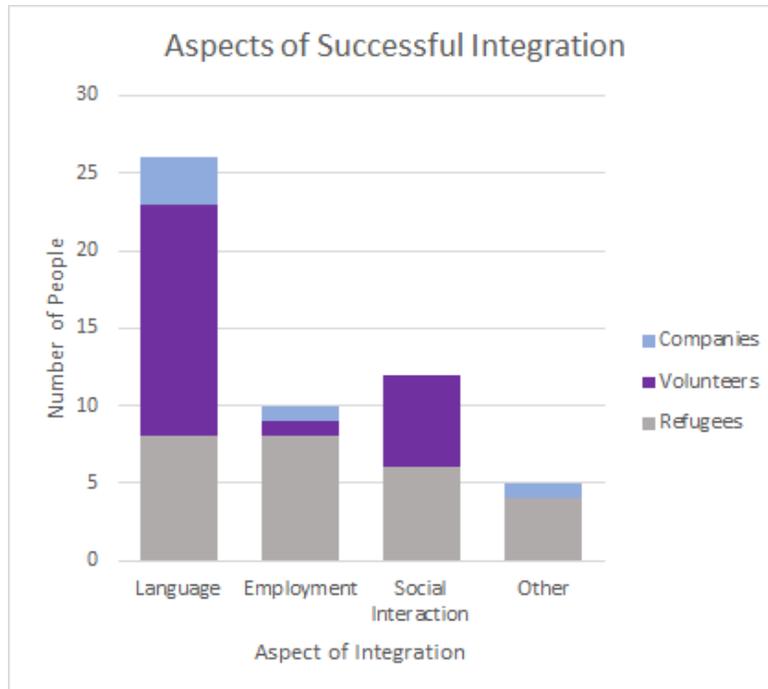


Fig. 6 Bar graph outlining most important aspects of integration by stakeholder

When asked where they would want to be in five years, eleven out of seventeen refugees mentioned holding a job. Of these eleven refugees, some had jobs and were looking for new ones, some were currently unemployed, and some in school. It is important to note that out of those not looking for employment, four are mothers whose main focus is the care of their children. Two of the three employers we interviewed discussed the importance of knowing the German language at a high level to ensure employment. For these two companies, it was important that the refugees must be able to work with other employees and most importantly understand all work and safety instructions. These employers tended to hire refugees of the C1 language level<sup>8</sup>. The third company mentioned that knowing the German language is important, but refugees could be hired with an understanding of the English language.

Social and cultural assimilation was one point that was discussed by both refugees and German natives. Each side discussed the importance of mixing culturally and understanding each other's backgrounds. One refugee commented on the subject, saying that in the following years, he would like to gain a German best friend. Volunteers have attempted hosting various social events, but most faced the same challenges: low attendance and the language barrier. The language barrier impedes the ability of native Germans and refugees to interact socially.

The faster a refugee learns the German language, the quicker they are able to successfully integrate, and this tends to be true for the younger generations. Toddlers, teenagers, and young adults all use their education and study of the German language to help foster a faster integration.

<sup>8</sup> German language fluency is rated by a six-level scale of competence laid down by the Common European Framework of Reference for Languages (CEFR). It ranges from A1 (Basic Ability) to C2 (Mastery).

In one interview, refugee mothers discussed the importance of their children mixing in with their German classmates, with one mother stating, “integration is better [for the children] when surrounded by more German children.” A sixteen-year-old refugee discussed her interaction with other students and teachers. The acceptance of the refugees into the school has been a positive experience to help her integrate better. In the classroom, these important positive interactions play a large role in the speed with which the refugee children integrate. For the young adult population, the motivation and predisposition to learn languages easier allows them to gain a faster understanding of the German language. With their language skills, young adults can then continue on to get an education at universities and interact with Germans of their age.

Various other aspects of successful integration include education, transportation, and the need of a future plan. As discussed above, education helps refugees integrate through studying German and the social interactions. New employment opportunities also come from a better education. Another aspect of integration, transportation, is also important in successful integration. With access to good transportation, refugees have a greater access to government offices, stores, employment opportunities, and social interactions. Lastly, one refugee specifically commented on the refugees’ need for a future plan, or something to work towards. Without this motivation, refugees will not have the necessary motivation for successful integration.

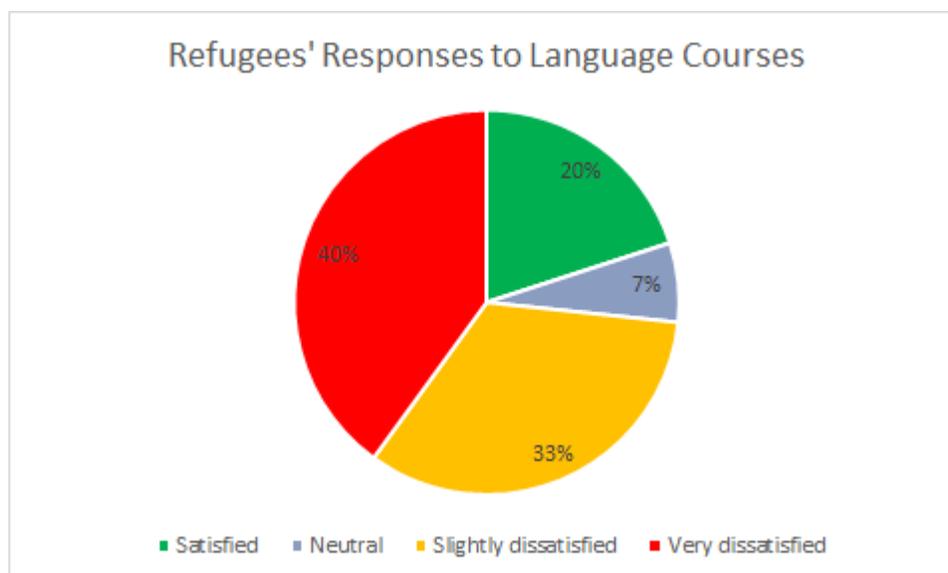
Successful integration is viewed in many different ways by different people, but with one common agreement: the need for good German language. With a mastery of the language, refugees have better access to employment, cultural integration, and other metrics of integration. To quote one refugee, language is “the key for your life here in Germany.”

## 4.2 Communication

*Finding 2: The shortcomings of the integration courses have been attributed to the organization of the courses, and the motivation of refugees.*

It is very clear to the stakeholders of this project that the language integration courses have not been successful. With only 50% of refugees achieving B1 certification after 600 hours of instruction, there is room for improvement.

Through survey and interview data, we have determined that there is blame directed towards teachers and refugees. While Warstein did an admirable job offering the course well ahead of many other cities, 73% of the refugees surveyed claimed that the quality of the provided courses is not good enough to adequately learn the German language. Conversely, teachers sometimes see a lack of motivation in their refugee students and suggest that many are not doing enough to learn the material.



*Fig. 7 Pie chart of refugees' responses to the language courses*

In our interviews with refugees, only 20% thought the integration courses were good, along with 7% expressing indifference. Many observed that there was a shortage of teachers available to teach the courses and, as a result, unqualified teachers were hired, and the quality of the course was sacrificed. Another noted that some teachers taught as if the refugees already knew a good amount of German, making it difficult to understand what was being taught. One family expressed dissatisfaction with the way they were treated in the class. Many of the teachers were much younger than the refugee students, and sometimes made their older students feel like children. Refugees perceived this as demeaning. Additionally, refugees of different ages and abilities were placed in the same integration classes. This frustrated many of the younger students and discouraged many of the older ones. Furthermore, the B1 language certificate is still not adequate for many employers, and multiple refugees have suggested that they feel their language training is incomplete. Three of the refugees interviewed explicitly cited a B1 qualification as “the cutoff for jobs and life,” but some say that even with a B1 qualification, it can be “difficult” to find work. Those who do choose to go on for their B2, C1, or C2 certificates (C1 being the entrance level for acceptance to university), must travel a couple of hours daily to cities like Meschede for classes, which can cost up to 10 euros a day in addition to a monthly pass.

Teachers of integration courses feel that the failures of these courses have to do with the mentality of the refugees. One teacher mentioned that she only had a few students who were very motivated to learn. Some refugees, this teacher reported, would go out of their way to obtain excused absences from classes. This teacher also noted that most were not motivated to study outside of class like she had recommended, and thus did poorly on the exam. Unfortunately, this finding was echoed by many of the teacher’s colleagues. They have the impression that some refugees only go to the integration courses to fulfill the requirement to continue receiving aid.

Some refugees themselves have admitted a lack of motivation. Older migrants have found it very difficult to learn and are often discouraged by their lack of progress. Some have also

mentioned that the financial aid they receive from the job center is significantly more than they would be able to make while working, reducing motivation further. Most of the refugees who have passed the course have said that many refugees who fail do not practice at all outside of class and are unrealistically expecting the course to be the only thing they need to integrate. Many are also concerned that they will not be allowed to stay in Germany because of their asylum status and the growing presence of the AFD party. Since the future is uncertain for many of these migrants, some understandably do not want to commit to learning the language.

According to Christiena Kirchhoff, an intercultural business trainer, migrants from middle eastern countries are generally less forward thinking than their native German counterparts. Using data from the 6-D model of Hofstede's Cultural Dimensions Theory<sup>9</sup>, we can see how some refugees' home countries compare to Germany. Larger scores indicate greater long-term orientation.

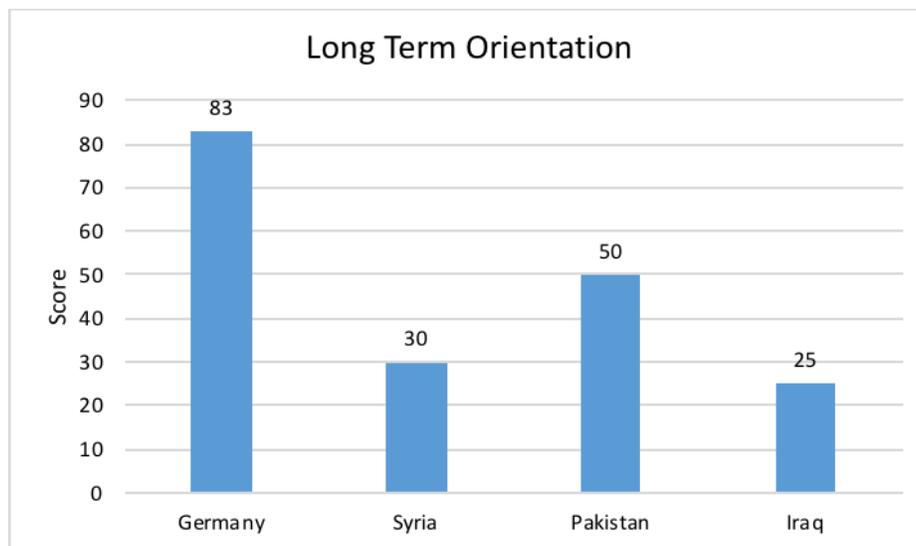


Fig. 8 Graph depicting the long-term orientation score according to Hofstede's cultural dimensions theory.

Countries like Syria and Iraq that exhibit low scores indicate a normative culture. People from these countries generally have a great respect for tradition and are not focused on long term planning. They seek quick results. On the other hand, Germany's high score indicates that it is a far more pragmatic country. Germans tend to adapt to changes better and focus on saving and planning for the future. This difference in culture and the uncertainty regarding their future could be contributing factors to the lack of motivation many refugees experience.

While changing the way a course is organized may not directly help with motivating refugees, it could help to prevent frustrations that eventually drive a motivated refugee to lose interest. Separating classes by age or skill level could reduce the amount of frustration shown

<sup>9</sup> Hofstede's cultural dimensions theory is a framework for cross-cultural communication that describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis.

towards these courses, and help refugees integrate better. The Integration Minister of North Rhine-Westphalia agrees, saying, “It does not help anyone if an academic studies our language with an illiterate (Weltmann 2018).”

*Finding 3: A lack of communication hinders successful integration in Warstein.*

Refugees have reported to us that they have little interaction with the majority of the population of Warstein. The only Germans with whom they interact on a regular basis are the volunteers. Outside of regular gatherings at the Kolpinghaus, many refugees report that there are not many opportunities to interact socially with residents of Warstein. Exceptions to this are brief exchanges such as, “That will be 3.90 €, please.”

Communication also plays an important role in how a refugee interacts with the community around him. There is a certain frustration present in the answers to the question “What do you do for fun?” Most refugees have plainly characterized Warstein as a “boring” place with not much to do. This is in part due to a rather negative cycle of which many refugees feel they are a part. They do not know where to look to find clubs or other social activities, and as a result they tend to only interact with their close friends in the refugee community. Volunteers have reported to us that numerous offers were made to refugees to join local sports clubs or other interest groups. However, many hesitated or did not take these offers, for reasons unknown to the volunteers. Some volunteers think that this may be due to differing cultural habits. Perhaps it is due to a lack of confidence in their German language fluency. Some may feel that participating in activities requires a language skill they do not possess. No matter the reason, this separation does not help to improve their language skills, and thus creates a cycle. Many of the refugees that were interviewed expressed great desire to speak with Germans and participate fully in public life. However, their language capability directly affects how well they can participate.

The town of Warstein does publish a comprehensive listing of all sports organizations and clubs in the area. This is published yearly in the local newspaper. No refugee seemed to know of this publication, perhaps due to the fact that it is distributed in print and not online. We have found that the preferred communication media for most refugees are Facebook and WhatsApp. Most interviewees possess an account with these two providers. Further conversation revealed that most of the hundreds of refugees in Warstein use these providers, and the majority of conversation and information sharing within the refugee community happens on these platforms. These networks of people also include relatives and friends in their home country. Experiences in Europe are shared alongside information about the asylum procedure, because many in the home country also seek to make the journey to Europe at some point. Volunteers are well aware of this network of people and in order to accommodate refugees, they have also made Facebook and WhatsApp accounts. Through these media, they answer questions and can provide help at a moment’s notice. In addition, these online communities also act as an unofficial repository of important information either from the government or from the experiences of other refugees. However, communication

through these means is inefficient and not adequate. The spread of information, and consequently integration, is hindered by this break in communication.

### 4.3 Employment

*Finding 4: Additional education and application support are necessary for many refugees to become attractive job applicants.*

Jobs and employment were cited as one of the most important aspects of successful integration by all categories of stakeholder in the town. As stated above, language is integral to employment. Language was cited by all 3 interviewed employers as the most important qualification when considering a refugee for a position. Employers cited safety and communication between coworkers as two of the most important considerations regarding an applicant's language, and one stated that applicants are "not up to par for most jobs" after the basic integration course. The language qualifications necessary are position dependent, from maintenance positions where a B1 qualification may be sufficient, to sales jobs where an "employee needs to be completely fluent in German to be able to be hired." This variance in the language qualification necessary for employment can be frustrating for refugees. Frustration with the integration course, especially among older refugees, brings many to seek employment without reaching B1 qualification. It is policy that when a refugee is gainfully employed, they no longer need to complete language training, making it an appealing option for those who struggle with in-class instruction. The intention is that a migrant will learn German through their daily work instead. However, as one volunteer stated, "Many refugees said German is very hard to learn. [They say] 'I'd rather learn on the job than in the classroom,' but it doesn't work that way!" It is extremely difficult to gain employment without mastery of the German language, and many refugees require additional language training beyond the mandatory standard integration course.

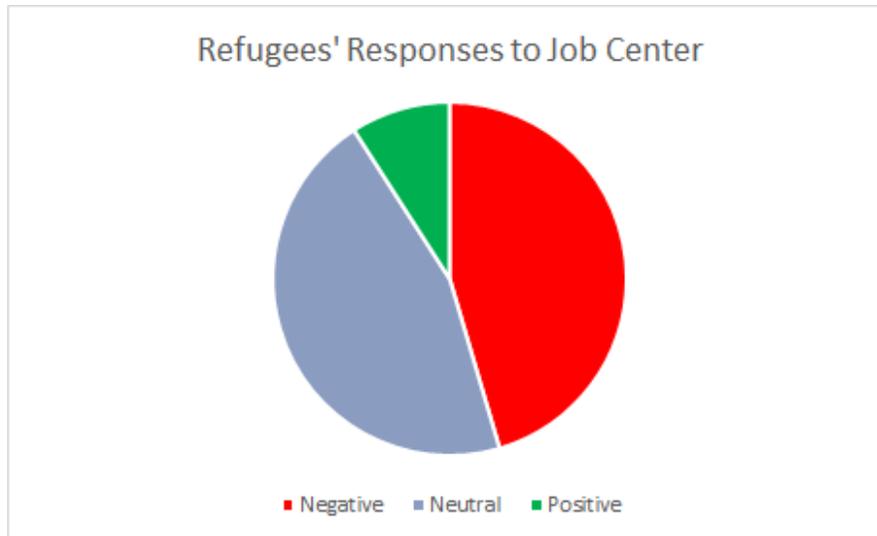
Second to language concerns, German employers have reservations regarding the qualifications of refugees. All three employers interviewed expressed that qualifications are one of the most important consideration in evaluating an applicant for employment. However, the emphasis placed on certificates as opposed to work experience varied. Employers do not always consider a degree from a refugee's home country as equal to the same level of education from a German university. One employer stated, "very seldom are job qualifications transferable from country to country," in reference to employment challenges for refugees. Multiple refugees we interviewed had bachelor's degrees and successful careers as network administrators, teachers, and college professors in their home countries. Yet in Germany, their qualifications are not always recognized by employers, and years of schooling and language courses are needed to return to their original fields of study in Germany. For example, if a refugee was a teacher or professor in their home country, to achieve a similar position in Germany, they would need a language qualification of C1 or C2. This would take many years of study and depending on the age and abilities of the refugee, may be difficult or even impossible. Those in technical and scientific fields face increased

scrutiny. Multiple teachers and employers in Warstein stated that refugees from Arab countries tend to struggle with mathematics and natural sciences.

Additional education and training courses are offered by the Job Center to combat this skills gap. However, these programs have had mixed success in the experience of refugees. The Job Center has the discretion to pay for these training programs depending on their necessity to a participant's job finding process, and it monitors the quality of these courses, assessing the curriculum, teacher, and participant outcomes. However, some refugees have had negative experiences with Job Center sponsored programs, specifically a compound job training and job specific language program. The refugee stated that the training offered by the Job Center focused on "job training and language," lasted for "6 to 8 hours per day" during a six-month contract, and that there was "very little pay," was "generally unhelpful," and "pointless."

Sometimes, challenges arise with the awareness refugees have of helpful programs. Workforce preparation support is offered by the Job Center through a third party. Refugees have identified the writing of a CV or resume as one of the most difficult aspects of the job application process. One refugee detailed the challenges they faced in creating a CV, stating that with only a B1 or lower language certification, it is difficult to write a CV which properly shows their strengths and experience. CV's are especially important for refugees because they already face challenges regarding the acceptance of their certificates and experience, therefore an excellent written application is necessary to compensate for these drawbacks. They also expressed that the only CV writing aid of which they were aware, comes in the form of volunteers, who are sometimes willing to provide help. On the other hand, one refugee recounted an extremely helpful course they had taken with through the Job Center which helped them learn to write an application and CV. There is an information gap between the needs of a refugee, and the resources that are offered by the Job Center. Additional application support, such as mock interviews, and career dressing advice are not available to refugees.

Multiple refugees reported challenges with the Job Center, both in their interactions with staff, and its effectiveness in helping them find employment. Refugees are referred to the local Job Center when they are granted asylum and it acts as both a money distributor and job seeking agency. Five refugees have reported explicit problems in the treatment they have received from the employees of the job center. They reported that the workers were "reluctant to talk to you" when you don't speak German, and could be "condescending." Experiences of the Job Center are colored by the personality of the employees with whom a refugee interacts. One refugee stated, "Some people at the Job Center are more flexible, some are more stringent," indicating variability in quality of care. The Job Center itself reported that 70 to 80 percent of its patrons obtain jobs on their own, and not through their system. Out of all refugees we interviewed, only one had found permanent employment through the Job Center, most citing volunteers as the way they found employment.



*Fig. 9 Pie chart of refugees' responses to the Job Center*

Four refugees have described prejudice and targeting in the workplace as hindering their job opportunities. Two refugees and two volunteers have identified practicums as an area where employers exploit the reduced price labor of refugees. In a practicum, a migrant works for an employer for a minimum of three to a maximum of eighteen months on a probationary basis, with the goal that a refugee will gain work experience and potential employment, and the employer will have the chance to vet prospective employees at low financial risk. Refugees and volunteers recounted their view that predatory companies use practicums as free labor with no intention of hiring refugees after their trial period, essentially exploiting them and wasting their time. Although Warstein is widely considered as welcoming, prejudice can sometimes affect refugees' job chances. One female refugee recounted her experiences working at a local business. She was hired in a shop soon after her arrival in Warstein but was quickly let go; her boss reported that they had received too many complaints about the fact that she wore her hijab.

Refugees in Warstein face challenges in finding employment, and many require additional training courses to become attractive job applicants. Job Center sponsored courses have mixed reactions from refugees, and there are instances of refugees being unaware of extremely important and helpful programs. Refugees without asylum decisions have little to no career support, as they are still under the care of the Social Office rather than the Job Center. It is important to address the skills and information gap Warstein's refugees face in order for them to meet their definition of successful integration, which emphasizes employment.

#### 4.4 Transportation

*Finding 5: Public transport in Warstein is too expensive and too limited in its scope.*

All refugees who commented on the transportation system in Warstein agreed that it is inadequate. The ability to travel around freely is an important part of integration, giving the refugee the ability to attend all appointments, visit other cities for recreational purposes, and find employment outside of the general Warstein area. The inadequate transportation options can sometimes make refugees feel “stuck” in Warstein.

In Warstein, there is one private bus company that offers regional transportation. However, since Warstein is a small town, the buses only run once every hour. This requires refugees to plan in advance and leaves them vulnerable to long delays if one connection is late. Some refugees have also mentioned that the amount of locations the bus travels is very limited. The cost for this bus service used to be very high, but with the introduction of the discounted Social Ticket for refugees, travel within the town is more manageable. However, traveling beyond the scope of the district of Soest gets very expensive. Since the bus is operated through a private company, there is nothing that the town of Warstein can do to make the tickets more affordable for refugees.

Some refugees have opted to travel via car, going through the lengthy and costly licensing process. Obtaining a driver’s license, or *Führerschein*, includes two different types of courses: theory and practical, for which one needs 12 and 25-45 hours of training, respectively. Obtaining one’s license can cost upwards of 2,000 euros. Refugees then have to purchase a car. Out of 18 refugees we interviewed, only 4 had the means to go through the licensing process.

The last means of available transportation is the taxi service, or other similar services. Taxis are rarely used in this region, due to expensive fares, which are not affordable for most. Other private taxi services, like Uber, are not available in this region. The town piloted a similar private taxi service that included set pickup locations where travelers could wait for a car, but the program was unsuccessful, due to lack of funding.

Due to the lack of a good transportation infrastructure, refugees are less likely to stay in Warstein and commute, should they find a job in a different town. Language courses in cities like Meschede are difficult and expensive to get to, since they are just out of the range for the Social Ticket and require an additional pass. Traveling for recreational activities is often impractical, as the bus does not operate after 8:30 pm. As a result, all of the refugees surveyed feel as if they need a car if they are to stay in Warstein long term.

It is important to note that while studying the transportation in Warstein, many ideas for improvements or recommendations were discussed. These ideas, while having potential for success, had many challenges in the creation or operation of the service, hindering our ability to decide on a well-developed recommendation. It is important that the town of Warstein continues to investigate improvements to the public transportation options. Included in Appendix 3 is a discussion of those ideas we developed through our research.

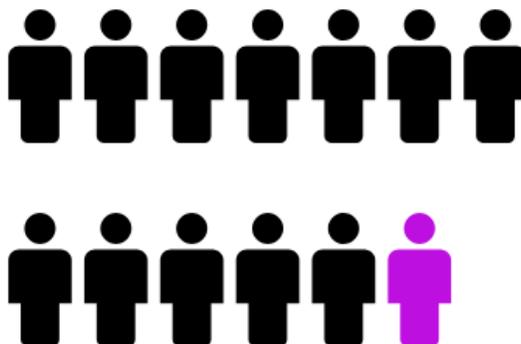
## 4.5 Volunteers

*Finding 6: Warstein's devoted volunteers make integration significantly easier for refugees in comparison to other major cities.*

When interviewing stakeholders about the positive aspects of Warstein's integration, we found that the community of volunteer helpers was often identified as one of the greatest resources. The volunteers in Warstein were essential to assisting the refugees when they first arrived and continue to help them today. Many volunteers originally spent 40 hours per week helping refugees and some perceived it to be a full-time job. They provided extra language learning programs to train refugees and improve their German. Volunteers also assisted refugees in finding homes. In less than a year, Warstein was able to move all refugees out of the temporary living locations into apartments and houses. The helpers continue to work with refugees and one of the main jobs is translation and help navigating German bureaucracy. They do this by translating official government documents, accompanying them to appointments, and advising on leases and contracts.

When refugees were asked about the positive aspects of Warstein and its integration procedures, most identified the helpers as a central resource for them and their integration. They say that the volunteers are very helpful, positive people who want to do their best to help them, even if sometimes they are slowed by legislation. There are also some refugees who have become helpers themselves. These refugees were and are important leaders within the community. They provide an important resource for some refugees to contact helpers, translate documents, and other important tasks. A good example of the importance of refugees helping took place in the short-term camps. In the first months, around 100 refugee single men were placed into a school. One refugee became a leader within the community in the camp, keeping the peace and trying to keep everyone safe. He worked with the German volunteers to successfully defuse a tense situation by organizing camp life, and offering meetings, courses and individual help. One person we interviewed described one of these refugee helpers as one of the best things about the town. Many refugees have recounted stories of friends and family members who are in the larger cities in Germany. In those cities, there is not as big a volunteer community to help refugees integrate. One refugee spoke of how his sister and her husband live in a city and her husband has to try to figure out many things on his own. These stories highlight the importance of the volunteers to the refugee community in Warstein.

### Volunteer to Refugee Ratio



*Fig. 10 The figure depicts the 1:12 ratio between volunteers and refugees.*

The estimate of volunteers within the city of Warstein is around 50-60 people, with an estimated refugee population of about 600 people. This is a volunteer to refugee ratio of 1 volunteer for every 12 refugees. When the refugees first came, there were more than 150 volunteers, which allowed for more individual help. The general thought was for every family there should be one helper. However, this is a challenge because as time went on the number of volunteers has dropped and it is not possible for some volunteers to focus solely on a family because many single people have more problems to be addressed. One family we interviewed said that it took them two years to get a helper. There has also been the issue of volunteers not being active in helping families. Sometimes helpers are assigned to a family and only visit twice in a year or do not visit at all. There are also times when volunteers have been offended by a family disagreeing or not listening to them, so they stop helping them as much. Some families continue to not have a specified helper and have to reach out to volunteers for specific assistance.

Overall, the volunteers provide an invaluable resource to the refugees attempting to integrate into Warstein. Both German and refugee helpers have devoted countless hours to assisting refugees. There are some challenges for the volunteers trying to assist every refugee and trying to navigate through differences. Despite this, they dedicate much of their time to help refugees, and their efforts do not go unnoticed.

In the end, all of the Warstein specific challenges outlined can be attributed at least in part to the language barrier. According to data collected, language was the most important aspect of successful integration across all stakeholders. Language courses have structural challenges that are sometimes compounded by refugees' lack of motivation to learn German. Without these important language skills, other aspects of integration, such as employment and social interaction, become more difficult. Despite these difficulties, refugees have had the assistance and guidance of many volunteers throughout the town. With a stronger focus on communication and collaboration, the city of Warstein can improve certain aspects to help the city continue being a welcoming place for all.

## Chapter 5: Recommendations

Coinciding with our findings, we have identified three categories in which Warstein can focus its efforts to improve the integration of refugees. There are many heartbreaking and consequential challenges which we will not address in the scope of this report. The purpose of our selection is to identify and expand upon solutions which can be realistically implemented by the volunteers or officials of Warstein. We are not ignoring the enormity of certain challenges, like confusing and delayed asylum decisions and flawed transportation; we seek only to enable the town to focus on the problems that they can effectively address themselves, rather than becoming bogged down in flaws in the integration system that must be implemented on a national scale. Each of our recommendations is specific to Warstein and considers its unique ecosystem, resources, and prior successes. All recommendations are intended to help the town to meet the definition of “successful integration” as defined by its many stakeholders.

### 5.1 Improved Communication:

*Recommendation 1: We recommend that Warstein’s volunteers create a digital reference and communication site to more effectively convey information.*

Communication is one of the most important aspects Warstein needs to address to help refugees successfully integrate into their town. A Facebook group, website, or combination of the two would be the most effective and sensible option to close this communication gap. A Facebook group is a cost-effective, easy to use option for a community forum and reference page. Using Facebook, the administrator running the page would not necessarily need to have experience in web design and programming. Administrator rights would be easy to give and rescind, alongside the “closed” or “secret” group settings to monitor the people part of the group. Alternatively, using a webpage would require a savvy administrator to update and post on the site, and a suitable budget<sup>10</sup>. Additionally, care would need to be taken to effectively market the webpage so that the entire refugee community is aware of the website and how to seek help. Facebook also reaches a wide audience and provides active contact with the page’s members, through notifications and appearances in users’ feeds. We suggest that if a web page is preferred, a weekly or monthly newsletter is sent via email to persons who subscribe in order to share important information. Many refugees already use Whatsapp and Facebook as their primary modes of communication, making a Facebook group an accessible forum of information. In the comparison between Whatsapp and Facebook for the purposes of a community connection and reference site, Facebook is the superior choice, as information such as helpful documents can be easily and permanently shared in the central location of the “Files” tab.

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<sup>10</sup> This budget could be ascertained from either town or volunteer funds.

A web page or Facebook group is essential to fulfill the needs of refugees who do not have a direct volunteer with whom they have regular contact. It has been estimated by multiple volunteers and refugees that only around 50 percent of refugees have a direct volunteer contact, with the rest left with little ability to ask for help. Through an information repository and forum, refugees would be able to find information and ask for help from a larger group of volunteers, thus increasing the odds of an effective solution to their concerns. Warstein's volunteers have already begun the process of proposing a webpage where refugees can access help.

They have described the basic function the webpage must serve as hosting three separate questionnaires: for language, math and science tutoring, and general help. Each questionnaire will ask for the user's basic information and a short description of their problem. Following the submission of this form, an email will be sent to one of three topic administrators, one for each form, who will then be in charge of connecting the reporting refugee with a volunteer or program which will address their needs. This questionnaire is a vital component of an effective refugee community webpage and should be easy to find on an all-inclusive webpage, or clearly linked on the homepage of a Facebook group.

Whatever platform is chosen, there are a few components any successful site should include. Important files, such as the presentations and videos created by volunteers, should be stored and organized, and labeled on the site or Facebook page. This will allow refugees to independently access helpful facts and advice, without needing to contact a helper. Further contact details for helpers who fill specialist positions such as furniture donation, and language instruction, should also be clearly listed. Next, the page must have a forum to advertise and organize community events, such as the Mongolfiade, Schützenfest, local Oktoberfests, and concerts, so that refugees are aware and able to participate and interact with each other and native Germans. During our interviews, we identified a need for improved organization of programs refugees would like to participate in. For example, in an interview with volunteers, we were told of an effort to organize swimming classes for refugees, where volunteers were struggling to find enough participants to create the course. Days later, we had an interview with refugees, who mentioned that one of the things they would enjoy being able to do in the town, would be a swimming or exercise course specifically for women, where they could interact with one another and work out. In order to connect refugees to people organizing events and programs they may be interested in, the website or Facebook page must post flyers detailing programs and events looking for sign ups, along with contact information for the organizer. Finally, there must be a form of digital suggestion box, which will give refugees a way to share their ideas for programs they would like to see in the town, such as the previously proposed exercise group for women. On a webpage, this could take a structure much like the forms for language and tutoring help, while on Facebook, the direct messaging function could act as a similar component.

A digital site is also a great opportunity to add a carpool organizing page to combat shortcomings in the public transportation system. A detailed schedule could be posted, including the name and contact information of the driver, as well as a daily route. Routes could be set according to popular locations such as sites for integration courses, the Job Center, and the Social

Office, or may be set by special requests for larger groups on a needs-based basis. This carpool system could be organized and operated by volunteers, and a small monthly or per use fee could be arranged to offset fuel and vehicle maintenance costs. Volunteers may either use their own vehicles, or if affordable, the town may purchase a suitable van for the purposes of this carpool. This method has drawbacks such as availability of volunteers, vehicle acquisition costs, and liability concerns<sup>11</sup>, however the proposed internet site provides the perfect platform for developing such a system.

Much care must be taken when selecting those volunteers who will act as administrators for the web page or Facebook group. An administrator must be willing to take on the responsibility of monitoring site activity and possibly posting event advertisements. Whichever method is chosen, Facebook group or webpage, community engagement is crucial. Posts should be made regularly, and effort should be made to inform refugees and community members of the webpage. For Facebook, this could take the form of inviting residents and refugees to “like” the page. Posts should be kept to relevant and important information and should be made regularly, but not to the extent of becoming overwhelming.

The model of a web page or Facebook group is proven to have success in organizing refugee help. Sichtigvor has successfully used the combination of Whatsapp groups and an active Facebook page to organize activities such as trips to a Christmas Market, and a trip to Dortmund stadium for refugee children. This organization allows volunteers to work more efficiently, break up tasks amongst themselves, and share information quickly and widely. Sichtigvor is Warstein’s close neighbor, and there is much to learn from their organizational success.

## 5.2 Community Interaction:

*Recommendation 2: We recommend that additional community events are organized to promote interaction between refugees and locals.*

Refugees repeatedly cited that community interaction is extremely important to them, and that they want to meet and speak with more native Germans. Currently, there are few opportunities for them to do so. Weekly meetings are held at the Kolpinghaus for refugees, but they have become less popular over the past year and a half. One refugee recounted that she used to go to the Kolpinghaus with her family. They were under the impression that they would be able to interact with native Germans and the wider Warstein community, but they stopped going after realizing this was not the case.

Refugees value interaction with native Germans for both the ability for them to practice their language, and the sharing of local knowledge. One interviewee mentioned to us, for example, it was valuable to know that the Murne Lake is a good place to bring children for a fun family day. Currently, the Catholic Church in Warstein organizes a yearly event where they bring refugee

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<sup>11</sup> For additional discussion of transportation proposals, see Appendix 3

children on a fun outing, perhaps to the zoo. These trips are extremely successful, but there is not always enough space for all those who want to participate. The success of these trips could be mimicked by the town of Warstein, or its various community groups such as Caritas, the Scouts, and the Red Cross. With a large number of participants, buses can be chartered, and trips can be planned for a negotiated rate, giving participants a savings and access to transportation to fun activities. Trips can also be arranged for families, children, and single people in mind, expanding the scope of this prior success and bringing excitement and recreation activities of the cities closer to Warstein. These trips should also be open to the wider community as well as refugees, promoting social interaction between refugees and locals, and adding value to Warstein for the entire community. Social outings can be expanded to suit the evolving stages of integration, which is now focused on community interaction. Trips can be organized through the above proposed community forum for refugees, as well as to the wider town through the newspaper and town website. Possible town events could include community soccer game viewing, town potluck, or a trip to the Murne lake. Town events will add recreation value to Warstein, all while giving refugees the opportunity to interact with native German speakers and advance their language skills.

### 5.3 Tutoring and Employment Support:

*Recommendation 3: We recommend that existing tutoring programs are extended to encompass additional participants and subjects.*

Additional tutoring programs are necessary for both refugee children and adults. Warstein's teachers, refugee mothers, and volunteers all identified German language, mathematics, and natural sciences as subjects in which refugee children often need additional help. Warstein's Grundschule currently has a successful German language support program which takes place during the school day; however, optional additional tutoring should be made available. One mother recounted her opinion on why refugee children struggle with mathematics and science, hypothesizing that they are so busy learning the German language that there is less time to work on these other, important skills. Mathematics and natural sciences can pose a challenge for some German students as well, and this presents an opportunity for both refugee and German students to learn and interact together in an additional setting. Tutoring may be offered by teachers, extending their efforts to after school programs if funding and interest allows, or, in following with some of Warstein's older schools, peer tutoring should be encouraged. An organized peer tutoring program could be more formally developed, advised by a willing professor from the Gymnasium, Realschule, or Hauptschule, and staffed by students. This tutoring may take place after school during regulated times for larger groups, or according to the schedule of the individuals involved, for one-on-one instruction.

Adult language tutoring should be arranged for those who have not yet passed their B1 certification or need additional help after entering jobs and job training. These tutoring sessions may be conducted by volunteers, some of which are former teachers, or off-duty teachers willing

to give their time. Tutoring courses such as this are already offered by at least one volunteer, but should be advertised more heavily, and the number of classes and groups should be expanded. An important component should be added to these supplemental class-like tutoring sessions. Practical use of language, and especially conversation with native Germans has been repeatedly cited by refugees and helpers as a component missing from their language education. Weekly or biweekly sessions should be conducted where German volunteers take time to make conversation with refugees, possibly in an attractive, cafe-like setting. Programs necessitating community involvement have struggled to attract interest in the past, however with proper marketing, such as the use of Facebook, a more positive outcome is possible. If this is unsuccessful, effort must be made to recruit current helpers to devote time to these conversation sessions. Refugees may contact helpers to make known their need for tutoring through the website and forms proposed in our first recommendation.

Application support is another subject in which refugees require additional aid. The Job Center offers a helpful course which details CV writing, how to fill out an application, and ways to advertise oneself to employers. When possible, refugees should be made aware of, and encouraged to take this course when they begin to seek employment. These important skills are necessary for job applicants to find success in their search, and refugees operating in a new application system, where paper applications supersede verbal inquiries. For those who are unable to take this course, either due to schedule concerns, or perhaps those not yet under the care of the Job Center, volunteers need to dedicate a specific CV writing tutorial. This tutorial may take the form of a two to five-hour long seminar every six months in which volunteers help refugees write a CV and letter of interest. Additionally, a CV writing and application guide may be formulated, and stored in the reference section of the proposed website or Facebook group, for the use of refugees. Other helpful programs may take the form of a specific business clothing donation drive, and organized trips to the larger Soest Job Center, which according to helpers has greater information, education plans for jobs, and no appointment is necessary.

## Chapter 6: Conclusion

Warstein is a small community that has been confronting the challenge of effectively integrating refugees for years. In order to learn what has been done effectively and what can be improved in Warstein's integration systems, we established a set of objectives: create a definition of successful integration from multiple stakeholders' perspectives, conduct a baseline assessment of resources, and identify strengths and weaknesses of the system. After we completed these objectives, we were able to understand the different views of integration and create a list of findings about integration within the town. These findings allowed us to see where Warstein was lacking in some areas and to provide with recommendations for possible changes. Warstein is a tight-knit town and can use this to its advantage when integrating in the future. By creating a more centralized outreach to refugees (through a website or Facebook page), hosting events for interaction between refugees and Germans, and implementing teaching programs for language, job support, and other needs, Warstein can improve the experience of refugees in the town.

There are some limitations that we faced in carrying out this project. While we obtained results that were consistently similar, we interviewed only a small portion of active volunteers and refugees. This limited sample size might not accurately portray the opinions of the total population of these groups. Also, this research lasted only several weeks, while integration has been an ongoing challenge for years. We have gained insight into many aspects of the integration process, but we cannot learn everything about this complex subject in the amount of time we have been studying. Even with these limitations, we believe that our findings can be beneficial to Warstein. As Warstein continues its integration process, it helps to look back on what was done well and what can be improved. Our findings can be used by the town to address the weaknesses its processes. It is our genuine hope that the contents of this report aid Warstein in its continued endeavor to integrate refugees and contribute something of meaning to the caring and determined community we have found here.

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# Appendix

## Appendix 1: Survey Data

The following documents are examples of surveys filled out by stakeholders in the town, specifically volunteers. As seen by the examples, surveys were filled out in either English or German. Most of the other data was collected through notes and recordings taken during interviews or through written versions of the survey.

10/14/2018

Warstein Refugee Integration Evaluation

### Warstein Refugee Integration Evaluation

As a part of our research, we want to know what "successful integration" means to different people in Warstein. Through this survey, we hope to gain useful information that can help guide us in our research and suggestions to the town. All answers will be anonymous.

What would you categorize yourself as? (please only pick two)

- Resident of Warstein
- Refugee
- Business Owner/Employer
- Refugee helper
- Government Official

How much interaction have you had with refugees and their integration?

1   2   3   4   5   6   7   8   9   10

No much                                 A lot

Please rank these aspects in order of importance for refugee integration. (1 being the most important)

	1	2	3	4
German Language Fluency	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural Assimilation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Stability/Employment	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10/14/2018

Warstein Refugee Integration Evaluation

Are there any other aspects not listed above that you believe are important?

Persons to who the refugee can go, speak ... and have help whenever they need!

Respect is important, for the other culture, Religion ...

Good assurance for Health !!!

---

Is there anything you believe would benefit the town in terms of refugee integration?

Yes! The refugees are able to work in Jobs which are important and have their own money!  
When they understand and speak German language!

The stories of the refugees open the eyes for the Problems in the world and the responsibility of each Country  
for helping and giving Money

---

What do you think has been the most successful part of refugee integration in Warstein?

To end the living in camps and start a "normal" life, as well as possible!

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Google Forms

[https://docs.google.com/forms/d/1iiQG7lp3Y-LmRfaZQ\\_uC4eKMeI\\_s77Ehcl4SPWgQW8/edit#response=ACYDBNi00hyyKEDzsNVAonCKqKKOnlr2Z...](https://docs.google.com/forms/d/1iiQG7lp3Y-LmRfaZQ_uC4eKMeI_s77Ehcl4SPWgQW8/edit#response=ACYDBNi00hyyKEDzsNVAonCKqKKOnlr2Z...) 2/2

## Appendix 2: Refugee's Personal Report

*This article was written by Ahmed Al Wattar, a refugee who became a natural leader, kept order in the refugee camps, and still acts as a guide and translator for his peers today. We have edited his work to incorporate better English. Mr. Al Wattar has graciously allowed us to include this article in our report.*

All societies contain people who are righteous, good, and handle themselves with principle. Some of them are criminals and corrupt people who do not follow law or are uncommitted with the rules of educational, cultural and religious communities. I speak of this conceptual formation of a society as the introduction to my article, because it shows the reality of the refugee community.

The arrival of refugees from different ethnic, cultural, and religious communities who want to enjoy a free life characterized by social and cultural openness stems from the background of the refugees and the reflexive reaction of the community surrounding him and his behavior.

The outcome varies from one individual to the next. The righteous man sees his current situation as an opportunity for personal development and the chance to build a new life, in spite of the one that he lost in his home country.

A criminal, however, sees his current situation as an opportunity to express his bad tendencies and criminal behavior. Therefore, we must identify a number of facts that we should not lose sight of:

1. It is wrong to generalize the deviant behavior of an individual as a feature of the entire refugee community.
2. We cannot link a person's social behavior with his religion, or link bad behavior with religiosity itself. It is not permissible to claim that anyone who wears a dishdasha is a Muslim terrorist, or that anyone who is religious and professes nationalistic beliefs is an extremist.
3. All refugees deserve a second chance to live a free and dignified life away from the bitter reality that they have been subjected to in their home countries. They do not want to turn this new opportunity into another bitter reality, this time outside their homeland.
4. There is a long period of time in which a refugee is left without a clear path in his life and without stability, but instead with neglect, loss, and lack of faith. It is understandable that this reflects negatively on his life and is a burden to him.
5. We believe that developed governments are capable of enacting legislation, execution and justice that can absorb, control, and sort good people from bad people, and thus benefit both parties.
6. The current historical danger is that political populism may also influence court decisions. Some people are under the impression that individual judges are influenced by this so that their given tolerance of decision within the law tends to negative interpretation against the refugee. Judges of the court must strictly follow the law and the human rights which are written into the law. Judges of the BAMF have different duties

regulated in instructions of the ministry. So many people feel that this is not in line with the law how they make decisions. The situation concerning refugees is a purely humanitarian situation, and all regulations surrounding it can confuse this situation and instead give the appearance of populist politics.

7. It is a currently unfortunate situation that some politicians focus public attention on refugee-problems and spread hostility and warnings about the refugees which influences media institutions on their role in fostering an appropriate climate for acceptance and communication.

What I would like to say is that we are grateful as refugees to have been given a second chance to live as humans in an advanced society that wishes to exalt the righteous and the good. We do not want to see society resort to generalization and return to national, religious, and ethnic fanaticism, but rather maintain norms that everyone can be proud of.

## Appendix 3: Deliverables



# Successes of Warstein Refugee Integration

### VOLUNTEERS

Helped refugees with:

- ◆ Paperwork and Contracts
- ◆ Finding housing and furniture
- ◆ Finding employment
- ◆ Supplying computers
- ◆ Transportation
- ◆ Supplying cheap clothing
- ◆ Positive social interaction
- ◆ And so much more...



12:1 ratio of refugees to volunteers



### EDUCATION

Schools developed special programs and classes to help develop the children's German language skills.

ONE WEEK

until children began in schools once arriving.

Fellow students were accepting of their new classmates.

### HOUSING

Short term housing was emptied in a short amount of time compared to those in cities.

Refugees were given access to cheap or free furniture.

Refugees moved into flats across the town rather than being confined to one specific area.



### GOVERNMENT

Many refugees commented on the helpful nature of the social office.

The government had **1-2 days** to prepare for refugees.

The Job Center offers funding for children to participate in school events and extracurricular activities.

### COMMUNITY

- ◆ Good for families
- ◆ Sports and Outing Clubs
- ◆ Cheaper than larger cities
- ◆ Safe for kids
- ◆ Calm, quiet city
- ◆ Most citizens are welcoming



# Weaknesses of Warstein's Refugee Integration

## Transportation

The buses' scope of destinations and timings are limited

Traveling outside of Kreis Soest can be expensive

Driver's license courses are expensive for refugees, and require the purchase of a car afterwards

Taxis are expensive, and services like uber are not available



## Employment



Many refugees need additional education and application support to become attractive job applicants.

Qualifications from refugees' original countries are not always accepted.

Many need help to write a CV that can appropriately showcase their skills

### Integration Issues outside of Warstein's Control

The financial aid for refugees is often more than they could make by working, reducing motivation to work

Delayed asylum decisions hold up refugee integration processes

Some media outlets put a heavy focus on the crimes of a few refugees, thus increasing tensions between people

Federally funded integration courses have proven inadequate

## Recreation

Most refugees agree that Warstein has a shortage of recreational activities (Excluding sports)

Many refugees do not know where to look to find out about clubs or other social activities.

## Communication



There are not many opportunities to communicate informally with Germans

There is not a comprehensive directory or listing of clubs or organizations

Refugees must rely on the volunteer network for help in finding such organizations



## Tips for a Successful Facebook or Website



### 1. Quality over quantity

- keep info focused
- don't over do it
- stay up to date on all information



### 2. Access for all

- well advertised to both refugees and Germans
- private groups but with quick acceptance
- easy to navigate

### 3. Keep users engaged

- post daily
- gain feedback and respond accordingly
- send monthly/weekly newsletter



### 4. Set clear rules and guidelines

- set the tone
- keep members focused on the right topics
- remove harmful members

### 5. Keep contact open

- list contact information
- open up communication
- make this a community space



# Transportation in Warstein

## Ride Sharing App



Ride sharing app allows private vehicles to register as taxi services. Users would hail a private taxi using a phone app and pay a fee based on travel distance.

Pros	Cons
<ul style="list-style-type: none"> <li>• Creates more jobs for those with licenses</li> <li>• Competition with current taxis can lower prices for both services</li> <li>• Possible later run time for more night travel</li> </ul>	<ul style="list-style-type: none"> <li>• Some pre established apps are banned in Germany, due to legal restrictions</li> <li>• Development of a private app is costly and similar legal issues may arise</li> <li>• Needs to be enough drivers and users to be successful</li> </ul>

## Organized Carpooling

Through community forums, citizens would be able to advertise personal travel, allowing for other passengers to join.

Pros	Cons
<ul style="list-style-type: none"> <li>• Facilitates community interaction</li> <li>• Minimal cost for passengers</li> </ul> <div style="text-align: center; margin-top: 10px;"> </div>	<ul style="list-style-type: none"> <li>• Citizens not traveling to similar areas or at similar times</li> <li>• The lack of openness of car owners to share their vehicle</li> <li>• Liability concerns</li> </ul>

## Volunteer Vanpool

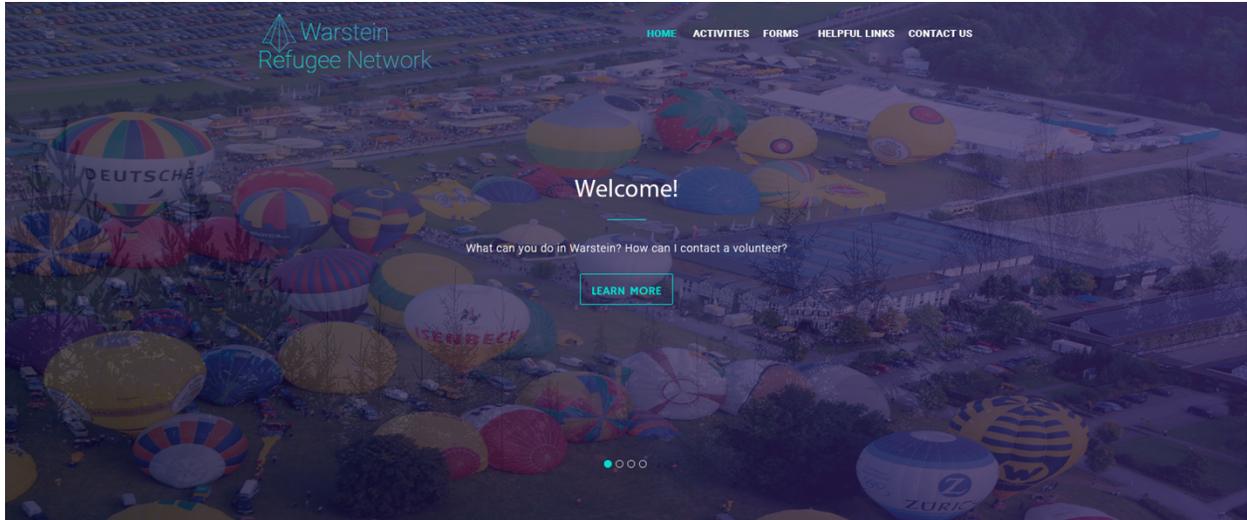
Either a new or used van driven by volunteers on a preset route, for little to no fee for passengers.

Pros	Cons
<ul style="list-style-type: none"> <li>• Routes can be altered to the users needs</li> <li>• Include popular locations, such as offices and government locations</li> </ul>	<ul style="list-style-type: none"> <li>• Possible expenses for town acquiring new or used vehicles</li> <li>• Availability of volunteers may not be enough to fill demands</li> <li>• Liability issues</li> </ul>

\*\*Disclaimer: all these ideas require additional research and development before their implementation.

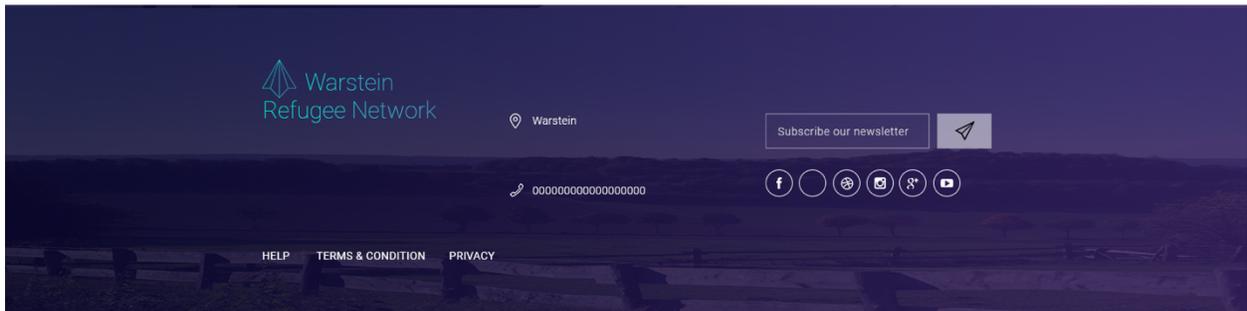


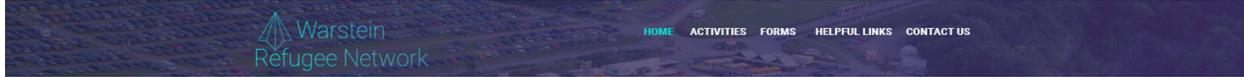
The following images represent our vision of what a website for Warstein's refugees and volunteers could look like. To view the prototype, follow: <https://invis.io/M5OL3WLVG7N>



## Our Purpose

We strive to do our best to inform the community about the various happenings in the town. This website was made to serve as an activities board, a storage place for helpful links, and a way to contact volunteers.





## Latest Activities

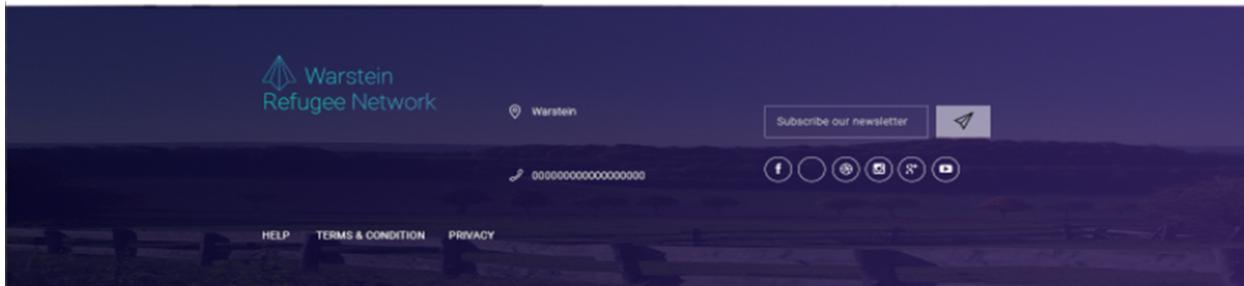
Farmers Market today at 10am  
Come get some fresh veggies and stuff

Kolpinghaus today at 3pm  
Stop by for some coffee and casual conversation

Sign up for Women's swim classes  
Contact Michelle Phelps at mphelps@gmail.de for more information

Community Potluck Dinner  
Monday at 5pm at the Grundschule cafeteria. Bring and share food

Borrusia Dortmund vs Bayern Munich  
Come watch the Champions league semi-finals with food and drink





## Helpful Links



Helpful tips for maintaining your home.....

